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Economic Development Plan for the Kansas City, Missouri Central Industrial District

Gladstone Associates, Washington, D C

Prepared for

Economic Development Administration, Washington, D C

May 76

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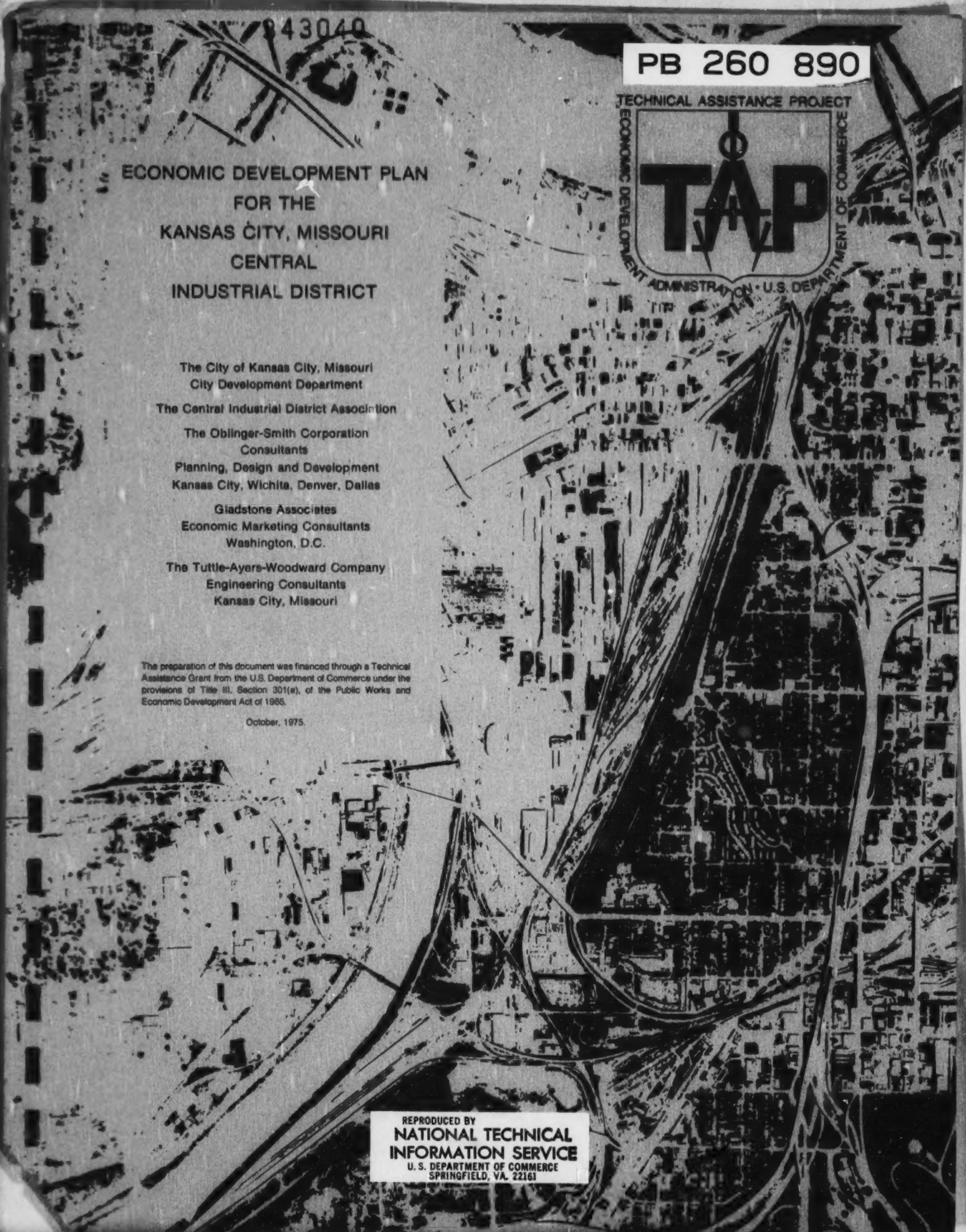

TECHNICAL ASSISTANCE PROJECT

TAP

ECONOMIC DEVELOPMENT ADMINISTRATION · U.S. DEPARTMENT OF COMMERCE

ECONOMIC DEVELOPMENT PLAN FOR THE KANSAS CITY, MISSOURI CENTRAL INDUSTRIAL DISTRICT

The City of Kansas City, Missouri
City Development Department

The Central Industrial District Association

The Oblinger-Smith Corporation
Consultants
Planning, Design and Development
Kansas City, Wichita, Denver, Dallas

Gladstone Associates
Economic Marketing Consultants
Washington, D.C.

The Tuttle-Ayers-Woodward Company
Engineering Consultants
Kansas City, Missouri

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May, 1976

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SUMMARY OF RECOMMENDATIONS

Introduction

The contents of this report summarize the results of a planning study directed toward an Economic Development Plan for the Kansas City, Missouri portion of the Central Industrial District. This study was prepared for the City Development Department for the City of Kansas City, Missouri, under the provisions of a planning grant made to the City by the Economic Development Administration, U. S. Department of Commerce. This grant was made under the provisions of Title III Section 301(a), of the Public Works and Economic Development Act of 1965. The contents of this report summarize the inventory, analysis and subsequent recommendations made as a result of the study effort sponsored by the City of Kansas City, Missouri under the auspices of the EDA grant.

Project Study Area

The Central Industrial District, located in both the City of Kansas City, Missouri and the City of Kansas City, Kansas has been historically called the "West Bottoms" and is a self contained, irregular triangle formed by the confluence of the Missouri and Kansas Rivers with a line of river bluffs forming a natural buffer along its eastern boundary. The CID is bisected by the Missouri-Kansas State Line, which runs north and south through the area. Approximately one-third of the land area in the Central Industrial District is in Kansas, with the remaining two-thirds located within the State of Missouri. This specific study was directed toward redevelopment proposals within the Kansas City, Missouri portion of the CID, with maximum coordination to be achieved with previous and current planning efforts within the Kansas portion of the CID. Maps included within the various sections of this report physically portray the location and description of the Central Industrial District.

Study Objectives

The primary objective of this study was to prepare an overall Economic Resource and Development Strategy for the Missouri portion of the Central Industrial District based upon an assessment of existing conditions and future economic potential. As a result of addressing this primary objective, a second objective was to be addressed relative to the preparation of specific Phase One Subarea Plans which will serve as the basis for private and public redevelopment projects.

- To solve or reduce current problems which continue to cause out-migration of business and industrial firms from the Central Industrial District.
- To propose means through which to encourage new firms to locate in the CID as well as to provide sites and resources necessary for existing companies to expand.

- To propose methods to eliminate negative development features which currently exist within the CID as well as means through which to strengthen and capitalize on existing positive development characteristics.

- To coordinate industrial conservation, expansion and development/redevelopment proposals into an overall Economic Development Plan and Program for the CID in order to assist in effectively marketing the Central Industrial District as a natural "in-city" industrial park.

- To investigate the feasibility of retail commercial development which might be uniquely compatible within the Central Industrial District as well as to determine the suitability of riverfront properties for multi-use developments.

Within this study, basic inventory and analysis tasks have been conducted specifically within the Central Industrial District, as well as on the metropolitan region level. Studies have included social, economic, physical and visual factors to be considered in preparing an appropriate Economic Development Plan and Program. As a result of this analysis, a recommended Development Program and Plan for the entire Central Industrial District is proposed within this study--including land use, transportation, market mix, financing and organizational mechanisms. All planning recommendations have been coordinated with existing planning and development efforts now being considered by the City of Kansas City, Missouri, the City of Kansas City, Kansas and the Kansas City Stockyards Company.

Summary of Recommendations

This section of the report very briefly summarizes the major recommendations included within the full study report. Full recommendations and analyses leading to recommendations are included in the subsequent sections of this report, along with appropriate maps and descriptive material. As an introduction to the report, the recommendations are summarized as follows:

- *A redevelopment entity should be organized as a quasi-public/private non-profit corporation for work specifically within the Central Industrial District. This entity should be equipped with powers to acquire land, through eminent domain if necessary, as well as the capabilities to receive public funds, to contract for appropriate physical improvements and to sell land to final users. Further, this entity should be organized to handle comprehensive management of all project functions relating to an overall economic development strategy for the Central Industrial District in order to insure that development efforts correspond to CID tenant needs. The provisions of the Missouri Planned Industrial Expansion Law could have applicability to the CID redevelopment projects if provisions of this law are combined with the recommended creation of a quasi-public/private redevelopment entity with singular responsibility and authority within the Central Industrial District.*

- Basic to the successful redevelopment of the CID is the necessary provision of storm sewer improvements. Currently, the CID is served by combined storm and sanitary sewers. Due to localized flooding conditions created by insufficient capacity in the combined sewers, it is necessary to create a separate storm sewer system. The estimated cost for the separate storm sewer system to cover the entire Missouri portion of the Central Industrial District is $7,147,500. This cost can be broken into two basic phases as discussed within this report. The initial phase of storm sewer improvements, recommended for initial implementation, is estimated to cost $2,070,000. This study recommends that the initial phase of storm sewer improvements be implemented as a top priority project within the CID, utilizing public financing sources to the greatest extent possible. The details of the required financing for this phase one project, as well as the overall storm sewer system improvements project, is included within the latter sections of this report.

- It is recommended that a north-south Industrial Arterial street be developed within the CID in order to create an adequate circulation system for industrial traffic in the area. It is estimated that this total project will cost $1,772,200. The initial phase of this project is estimated to cost $863,400 with the remainder of the project estimated at $908,800. It is recommended within this study that at least the first phase of this Industrial Arterial street be implemented during the early stages of the Redevelopment Program. Again, this should be financed through the maximum usage of public funds. Appropriate federal grants should be utilized for this project, as well as for the previously outlined storm sewer projects.

- Phase One Redevelopment Projects are outlined within this study which could be achieved within the context of an overall Redevelopment Program for the Central Industrial District. The Phase One Redevelopment Projects outlined within this study propose the development of an "in-town" industrial park which could absorb identified expansion and relocation needs of industrial employers currently located within the CID. As a secondary consideration, this industrial park could also absorb new industries which would choose to move into the CID in the future. The primary emphasis, however, would be upon conservation and expansion of current industrial users of the Central Industrial District.

- In addition to the Phase One Redevelopment Projects, a more general and on-going process of improved maintenance, improved vehicular access through removal of traffic conflicts such as on-grade railroad crossings and truck docking areas in street rights-of-way, improved visual appearance through demolition of dilapidated structures and rehabilitation of other existing structures should be conducted within the Central Industrial District. Development incentives such as low interest loans, loan guarantees and land acquisition write-downs could be provided through the quasi-public/private redevelopment entity.

- On behalf of the overall redevelopment potential of the Central Industrial District, support should be given to the proposed Interstate Highway 670 Project. While no current specific planning dates may be *attached to this project, it should be actively supported as an integral part of the overall CID Redevelopment Plan.*

- *Solutions to the Turkey Creek flooding problem, currently being investigated by the U. S. Army Corps of Engineers, should be fully coordinated through the City of Kansas City, Missouri and a designated development entity for the Central Industrial District. Alternative proposals currently being considered by the Corps of Engineers should be closely monitored by the City of Kansas City, Missouri since proposals may affect planned construction on City-owned property. The eventual solution to the Turkey Creek flooding problem should be supported, with maximum possible utilization of federal funds for implementation. The development costs projected within this study do not assume local construction of flood control measures to solve the Turkey Creek situation. In all cases, a federally financed solution has been assumed.*

- *As a result of this study, it is estimated that the City of Kansas City, Missouri would need to provide a local public investment package of up to $6.3 million to implement all of the proposals included within this study. As a Phase One investment, a minimum local investment of $3.3 million will be required. Within this $3.3 million Phase One investment by the City, a $200,000 item is included for the purpose of establishing initial operations for a quasi-public/private redevelopment entity. In addition to the estimated local public investment requirement, this report details sources of federal funding through which application should be made for further assistance.*

The details behind these summarized recommendations are included in later sections of this report. All recommendations included within this study address themselves to the basic study objectives outlined by the City Development Department of the City of Kansas City, Missouri in its initial proposals.

Projected Impacts of Redevelopment Proposals

As outlined in detail within this study, it is anticipated that industries attracted to the Central Industrial District will continue to be primarily small firms engaged in light manufacturing and wholesale trade/product distribution. Also, significant potential has been projected for commercial and service development, including some potential for development on the Kansas and Missouri Riverfronts.

In this regard, it is estimated that between nine and eleven acres of improved industrial land could be absorbed annually in the Central Industrial District between the years 1976 and 1990 if improvements are made as outlined within this report. If no redevelopment/conservation program is implemented, it is projected that the CID land demand picture would approximate a net loss of between five and ten acres per year between 1976 and 1980 and a net loss of between zero to five acres per year between 1981 and 1990.

In terms of projected fiscal impacts to the City of Kansas City, Missouri, relative to the proposed redevelopment strategy included within this report, the following net positive impacts are projected if the project is implemented as outlined within this analysis:

- A total of between 1,500 and 1,700 jobs will be added within the CID over the next ten-year period.
- Between 28 and 31 firms will either remain or move into the CID over the next ten-year period.
- A total of between $88.7 million to $100 million will be added to or retained in the Kansas City, Missouri economy in the form of increased employee income between the years 1975 and 1985.
- Over the ten-year period, a corporate income tax gain is projected for the City of Kansas City, Missouri of between $222,300 and $250,400.
- If the plan is implemented as outlined within this study, individual income taxes should increase from between $887,000 to $990,500 over the ten-year period, above and beyond projected income tax levels if no action is taken in the CID.
- Finally, if the Economic Development Plan is implemented as outlined within this report, real property taxes will increase between $882,000 and $912,000 over the next ten years.

Thus, the projected fiscal impacts of the proposed Redevelopment Plan for the Kansas City, Missouri Central Industrial District justify a significant investment by the City in the CID. In addition to the primary fiscal impacts summarized relative to corporate income tax, individual income tax and real property tax increases which should result from the implementation of the outlined plan, secondary impacts in the areas of energy conservation and existing public investment protection should be considered by the City of Kansas City, Missouri as recommendations for implementation are proposed. The remaining sections of this report serve to outline in detail the necessary actions to be approached in an Economic Development Plan for the Kansas City, Missouri portion of the Central Industrial District. Also, costs associated with proposed improvements within the plan and projected benefits which should result from appropriate investments and actions are outlined.

INVENTORY AND ANALYSIS

SURVEY OF CENTRAL INDUSTRIAL DISTRICT EMPLOYERS

Introduction

As an initial task in this study, we proposed to survey commercial and industrial employers in the Central Industrial District. The purpose of this survey was to profile basic characteristics of existing industries, heavy commercial users, related retail and service establishments, as well as a sample of other firms who have left the Study Area since 1970. From data collected through the survey, it is intended that Kansas City, Missouri Central Industrial District users will be able to express their problems and potential opportunities for redevelopment. Later, within this study, these viewpoints can be applied to resolve problems and to formulate proposed redevelopment programs within the Central Industrial District.

Methodology

We commenced this portion of the study in early July, 1975 with a joint meeting of the Board of Directors of the Central Industrial District Association (CIDA) and the consultant team. From this session, questionnaires were designed and developed in order to obtain necessary data from CIDA and non-CIDA members. This data was to describe general business information, physical plant data, employee data, and operation requirements (present and future). These questionnaires were developed, and later administered, under the auspices of the Central Industrial District Association.

On July 28 and 29, luncheon meetings were held at the Frontier Room, Golden Ox Restaurant, to describe the purpose of the study and administer Survey Questionnaires to Central Industrial District Association members. A sample questionnaire form used by the CIDA members is included on page 7 of this report. The combined attendance at both luncheons and the Board Meeting was 33 CIDA members. From these meetings, 94% of the attendees responded by returning completed questionnaires. Thirty members of the Association were unable to attend the luncheon and were mailed survey questionnaires along with a descriptive cover letter. From this mailing and the luncheon returns, a combined total of 49 of the surveys circulated were returned complete. The summary of information obtained from these surveys is included within this section of the report and was prepared in a manner to reflect a balance between statistical trends and individual user opinions.

A second survey questionnaire was also prepared for existing industries, commercial users, and retail enterprises, located in the Missouri portion of the CID, who are not currently members of the Central Industrial District Association. Briefer in length, this questionnaire focuses upon a firm's primary business, its physical facilities requirements, number of employees, and future location plans. This questionnaire, along with a descriptive cover letter from the Central Industrial District Association, was forwarded to 175 enterprises. From this total, 20 questionnaires were returned listing no forwarding address. From the remaining 155 enterprises, a 59% return of completed surveys was achieved. Samples of the cover letter and questionnaire are on pages 10 and 11, respectively.

Form ED 366Q

OMB No. 41S-75059
Approval Expires 11/75

CENTRAL INDUSTRIAL DISTRICT
KANSAS CITY, MISSOURI

INDUSTRIAL AND COMMERCIAL EMPLOYER QUESTIONNAIRE

Date: ______
Survey By: ______

(For Surveyor Use only)

SUBAREA CODE: ______
BLOCK NUMBER: ______
PARCEL NO: ______

SIC CODE: ______
LAND USE CODE: ______
EMPLOYEE SIZE: ______

NAME OF FIRM: ______
STREET ADDRESS: ______
PERSON INTERVIEWED: ______

GENERAL BUSINESS INFORMATION:

1. What is your firm's primary business?

	Specify Products or Services
☐ Retail Estab.	
☐ Eating/Drinking Estab.	
☐ Retail Services	
☐ Industrial Services	
☐ Manufacturing	
☐ Warehouse/Trucking	
☐ Wholesale	
☐ Other (Specify)	

2. Do you use rail transportation in your business? ______

3. If you do utilize rail, how many railroad cars do you use per month? ______

4. Do you use river barge transportation in your business? ______

PHYSICAL PLANT DATA:

5. Do you have other location(s) outside the CID? ______

6. How large is your total site in square feet or acres (estimated) in the CID? ______

7. How many buildings do you occupy on this site? ______

8. What are the uses of this (these) buildings?

9. How many square feet of gross floor area are in this (each of these) buidling (s)?

Building	Floor Area

10. Is property (building and/or site) owned or leased? ________________________________

11. If property is leased, who is the owner and where is he located? ____________________

____

12. How long has this operation been in this particular location? ______________________

EMPLOYEE DATA:

13. How many employees do you have:

    A. Full-time? ______________________________

    B. Part-time? ______________________________

    C. Full-time working on the CID site? ______________________________

14. Where are employees located who are not on the CID site? ____________________

____

15. How many employees are in the following income ranges:

    A. $15,000 & Over ______________________________

    B. $10,000 to $14,999 ______________________________

    C. $5,000 to $9,999 ______________________________

    D. Under $5,000 ______________________________

16. What is a typical annual change (turnover) in the number of employees? ______________

____

17. By percent distribution, where do your employees live within the Kansas City Metropolitan Area?

____

____

____

____

18. By percent distribution, how do your employees travel to work?

Drive a private automobile ______
Ride in a car pool ______
Bus or Taxi ______
Walk or Bicycle ______

OPERATION REQUIREMENTS:

19. Is your business:

☐ Growing
☐ Remaining Unchanged
☐ Declining

20. How much have you spent in upgrading or maintaining your property or business over the past five years? (Note: if five years is inappropriate, when was last major expenditure made?)

______

21. Do you intend to keep your business in the CID? ______

22. If you answered yes to question 21, what reasons do you have for staying in the CID?

______

23. If you answered no to question 21, what reasons do you have for leaving the CID?

______

24. If you are planning on leaving, what would it take to keep you in the CID?

______

25. Do you require:

A. A larger building? ______

B. A larger land site? ______

THANK YOU VERY MUCH FOR YOUR COOPERATION!

MANAGER ROBERT W. STEINBACH
PRESIDENT CALVIN G. BLAICH
FIRST VICE PRESIDENT M. J. McCARTHY
SECOND VICE PRESIDENT ROBERT M. ADDISON
SECRETARY - TREASURER ROBERT K. REESE

**Central
Industrial
District
Association**

1600 GENESEE STREET KANSAS CITY MISSOURI 64102 816 842-3050

July 23, 1975

Dear Central Industrial District Employer:

Attached to this letter is a short survey. This survey will be used as part of a study sponsored by the Central Industrial District Association and the City of Kansas City, Missouri for determining development potentials in the Central Industrial District.

As an owner or occupant of a business establishment in the CID, you are being asked to complete the attached questionnaire. This questionnaire will be confidential and will only be used in the determination of trends occurring in the area.

The survey may not apply in some instances to your particular business, but please attempt to be candid with your responses to as many questions as possible.

When you have completed the survey form, please return it to the Central Industrial District Association in the enclosed return envelope by August 1, 1975.

Thank you very much for your cooperation.

Sincerely,

Calvin G. Blaich

Calvin G. Blaich, President

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Form ED 366AQ

OMB No. 41S-75059
Approval Expires 11/75

CENTRAL INDUSTRIAL DISTRICT
KANSAS CITY, MISSOURI

OFFICE AND COMMERCIAL EMPLOYER QUESTIONNAIRE

NAME OF FIRM: ________________________________

STREET ADDRESS: ________________________________

1. What is your firm's primary business? ________________________

2. How many square feet (acres) do you occupy in: ________________________

   A. Building (s)? ____________________ square feet

   B. Land Area? ____________________ square feet or acres

3. Do you own or lease your building (s) and/or land? ____________________

4. How many building (s) do you occupy on this site? ____________________

5. How many employees do you have:

   A. Full time? ____________________

   B. Part time? ____________________

6. Do you intend to keep your business in the CID? ____________________

7. If you answered yes to question # 6, what reasons do you have for staying in the CID?

   ____

   ____

   ____

8. If you answered no to question # 6, what reasons do you have for leaving the CID?

   ____

   ____

   ____

   ____

9. If you are planning on leaving, what would it take to keep you in the CID?

   ____

   ____

   ____

   ____

   ____

The total response distribution, from CIDA members as well as other employers in the District, is indicated graphically on Map 1: Employer Survey Response. The following discussion of survey results may be referenced to this map.

General Characteristics of CIDA Members

Of those CIDA member firms reporting, the largest percentage (33%) was engaged in wholesale activity, with manufacturing providing a second major share of economic activity (25%). All other categories of users represented sectors of 10%, with the exception that retail services and industrial services constituted 4% each of primary business interests and drinking/eating establishments represented 2% of all CIDA member establishments.

Fifty-two percent (52%) of the reporting CIDA member firms utilize rail transportation with the median number of cars utilized listed as eight cars per month. With the exception of two firms presently using river barges for transportation and two firms interested in using barge transportation if it was available in the future, there was no significant response from all other CIDA member firms as to the use of river barge transportation.

A total of 59% of those CIDA members responding to the survey are solely located in the Central Industrial District. Data gathered relative to site description, size and use of buildings in the District are included in a separate Land Use and Building Conditions Survey. Seventy-three percent (73%) of the CIDA member respondents report owning property used by their firm. Seventy-eight percent (78%) of the reporting Association members have resided in the District for 50 years or less, 53% for 25 years or less, and 39% for less than 10 years. A significant group (14%) are District users of less than five years.

Forty-eight percent (48%) of the members employ work forces of 10 to 49 employees, with the second largest group representing 21% of the enterprises having work forces of less than 10 employees. Seventeen percent (17%) of the enterprises employ between 100 and 249 employees. Only one employer has a work force of over 250 employees. From those CIDA members reporting, the average size of work force per establishment in the District is 38 employees. A total of 62% of those answering the survey questionnaire employed no part-time employees, with 27% using fewer than 10 part-time employees. For those employing part-time help, an average of five part-time employees is currently used by CIDA member enterprises.

The greatest portion (41%) of those CIDA member firm employees in the District earn between $5,000 and $9,999. The second largest group (32%) have incomes from $10,000 to $14,999. Twenty-two percent (22%) of the employees in the District earn more than $15,000. Only five percent (5%) of the employees earn less than $5,000 per year. Turnover rates for employees in the District shows 32% of the CIDA member employers experiencing 5% to 10% work force adjustments per year. Sixteen percent (16%) of the employers experience 11% to 20% annual turnover rates. Eleven percent (11%) of the employers experience less than 5% turnover, 8% experience 31% to 40% turnover, 8% have a 41% to 50% work force adjustment during any one year, and 3% have a 21% to 30% employee adjustment. A significant proportion (22%) of the CIDA member enterprises report no measurable annual employee turnover.

The greatest percentage (38%) of individuals employed by the CIDA members in the CID reside in Jackson County, including 6% of the work force actually living in Kansas City, Missouri. Sixteen percent (16%) commute from Wyandotte County. A total of 17% and 7% reside in Johnson County and Kansas City, Kansas, respectively, while 6% commute north to Clay County and Platte County to their residences. The remaining 8% reside in locations outside of those listed above. Ninety-four percent (94%) of the CIDA member firm employees reach work by private auto, with car pools, buses and walking providing the means for the remaining seven percent of the work force.

General Characteristics of Other CID Employers

Of those non-CIDA member firms reporting, the largest percentage (27%) were engaged in warehouse/trucking activities, with 26% in wholesale enterprises and 20% in manufacturing. Ten percent (10%) were engaged in retail services, 9% in industrial services, 8% in retail establishments and 1% in eating/drinking establishments.

The average sized work force of non-CIDA member firms is 11 workers. A total of 43% of the employers have a work force of fewer than five full-time employees. Twenty-one percent (21%) of those reporting have five to nine employees and, similarly, 20% of the employers have 10 to 19 full-time employees. A smaller group of 6% have full-time work forces of 20 to 29 employees, with 8% having 30 or more workers. One-third of the employers use fewer than five part-time employees, three percent (3%) using five to 10, and one employer having more than 10 part-time employees.

Sixty-nine percent (69%) of those reporting lease their buildings and land. Eighty-one percent (81%) of those reporting indicated intentions to maintain their current location, while 15% remained undecided and three percent (3%) apparently intend to relocate.

Summary of Identified Redevelopment Needs

Comments expressed by a number of individual survey responses reflected significant concern about the general physical appearance of the Central Industrial District, the cost and operational difficulties caused due to inadequate railroad traffic coordination, the poor level of street and sewer maintenance in the area, the shortage of quick food service establishments, the need for better access to parking, specified needs for larger site or building areas, and the shortage of police supervision in the area. Both City Ordinances requiring limitations on parking, the Environmental Protection Administration controls on sewage treatment, and the "right-to-work" laws currently not adopted for the State of Missouri were statutory issues affecting enterprises as they considered their continuance in the Central Industrial District. By identifying target locations on Map 1: Employer Survey Response, it is possible to pinpoint locations within the District that can be especially significant to economic redevelopment strategies and District conservation. Following are general descriptions of identified redevelopment needs indicated as locations number one through number eighteen on Map 1.

- Area 1: An enterprise within this area specializes in metallic scrap processing. It utilizes rail transportation to the extent of 80 cars per month. No barge transportation is utilized. Currently only located in the Central Industrial District, it occupies approximately three acres of land and its four buildings are used as an office, a garage and two warehouses. With 20 full-time employees and 35 years operating in this particular location, the business experiences continued growth. *Due to this growth, it is experiencing pressure to locate a larger land site.*

- Area 2: One enterprise in this area manufactures and services fluid power supplies. It does not require rail or barge transportation service and has branches in other Midwestern cities. Its current building occupies approximately 10,000 square feet and it has occupied this facility on a lease basis during the past four years. With 15 full-time employees working in the Central Industrial District, the enterprise is enjoying a growth period and likes being located centrally in the Central Industrial District because this offers ease for receiving truck shipments and contracts by its Kansas City salesmen. *Due to its growth, this firm is facing the requirement of a larger building.*

  A second firm in this location provides warehouse/trucking services with one acre of land occupied by one large building used for docking and transfer services. The firm owns the property and has been located at this spot for 20 years. Thirty-one of the firm's employees work at its Central Industrial District site. The firm intends to maintain its location in the CID due to the closeness of Interstate Highway 70 and the fact that some customers are located in the Central Industrial District. *It does require increased space for parking in the future. It also needs to locate more outlets, greater security from crime in the area, and more industries with whom it might conduct business in the CID.*

- Area 3: One enterprise in this location specializes in wholesale activities and uses rail transportation at the rate of four cars per year. In the past, they have utilized river barge transportation. With a site location totaling approximately 45,000 square feet, with a 360-foot frontage and a 125-foot depth, the enterprise occupies three buildings for offices, customer service areas, and warehousing. The firm has occupied its location for 35 years and leases the property it uses. With a work force of 20 full-time employees and three part-time employees, 14 of the total whom work regularly in the Central Industrial District, the firm experiences an approximated 50% turnover during any one year. The firm intends to maintain its business in the CID due to the area being particularly suitable for the type of warehousing the firm requires. Customers recognize the firm's location to be close to Interstate Highway 70, and as a traditionally identifiable place to go for business. *Presently, the firm requires larger facilities both with regard to buildings and land.*

  Another firm in this area is primarily involved in manufacturing and utilizes two rail cars per month. Its site area in the District is 60,000 square feet, although there are other locations of the enterprise outside the District. Its one building provides office, laboratory, manufacturing and warehouse space. The floor area for this facility is 40,000 square feet and the property is leased. The company has been at the same location for 10 years. Full-time employees working in the Central Industrial District number 10, although the firm employs 150 workers in all. The enterprise is experiencing a business decline, and between landlord and tenant contributions, approximately $90,000 has been expended to maintain the property over the past five years. *The enterprise remains undecided as to its continued residence in the CID due to the lack of room for expansion of its manufacturing activities at the present site. It does require a larger land site.*

- Area 4: One enterprise in this location is primarily concerned with warehouse/trucking activities and does not use any kind of additional transportation services. It is located in other localities outside the Central Industrial District, and, in the District, the firm occupies a four-acre site. This firm has been located in the CID for 18 years and owns the property upon which it is housed. It has a work force of 40 full-time employees in the Central Industrial District, and its business is expanding. *After expending $25,000 over the past five years for property maintained, the firm has concluded it will not keep its location in the Central Industrial District. It is experiencing a variety of difficulties including: excessive wear on cars and trucks due to having to continually cross railroad tracks; lost time by employees due to waiting for railroad crossings to clear; and the fact that the land the firm occupies is adjacent to railroad properties in such a fashion that it appears impossible for the firm to expand on its current location. If there were some solution to the railroad crossings problem, the firm most likely would stay in the Central Industrial District. Under those circumstances, they would require a larger building, but the same land site would be acceptable.*

- Area 5: An establishment in this location is a manufacturer and utilizes the transportation of rail service at the rate of four cars per month. The enterprise's executive office is located outside the Central Industrial District, and its square footage in the Central Industrial District is 112,500 square feet. This area provides space for two facilities, one for plant production and the other for laboratory testing. The enterprise owns its building and has occupied space in the Central Industrial District for 72 years. Of the 80 full-time employees for the firm, 60 are located full-time in the Central Industrial District. This enterprise has experienced about the same level of operation, and, during the past five years, has expended $215,000 for property improvement. *The firm intends to stay in the CID because of the rail availability, the accessibility of the firm to its employees, and the heavy cost it could experience in moving to another location. The firm does require a larger building and land site.*

- Area 6: One enterprise in this area specializes in wholesale activities and relies on approximately eight rail cars per month in order to service the business. They have no other locations outside the

Central Industrial District, and occupy 29,646 square feet in the area. The one building used by the enterprise contains warehousing, show rooms and corporate offices. The firm owns its property in the CID and has been located there for 71 years. Nineteen of the firm's full-time employees work in the Central Industrial District. The enterprise is experiencing growth and has expended $25,000 in the past five years to maintain or upgrade its property. The firm indicates the value of identification in the public's mind for more than two generations at the same site and the warehouse facilities are ideal for the purposes of the enterprise. *Seven years ago, the Fourth Street Viaduct closing impaired the firm's rate of growth and unless relief can be found, it indicates that it would be forced to move out of the Central Industrial District. The enterprise desires reopening of the Fourth Street Viaduct and the provision of access to the 900 Block of West 8th Street, or, as an alternative, the elimination of railroad crossings interfering with vehicular traffic to and from the east, west and south of the location currently occupied by the enterprise.*

Another enterprise in this area manufactures, and it requires one rail car per month. It occupies a total square footage of 23,000 feet. It has one building used for manufacturing purposes. The building is owned by the enterprise, and they have occupied the location for two years. The Central Industrial District area is the firm's location for all three full-time employees, and the firm is experiencing growth in this location. During the past two years, the firm has expended $50,000 in improving the location as well as maintaining the property. Their intention is to continue at the CID location due to the site's convenience for shipping and customer pick-up. *The firm is looking for a larger building and land site as soon as possible.*

- Area 7: One enterprise in this area provides warehouse and trucking services and has locations other than the CID. The CID property includes one and three-fourths acres, providing space for one building housing the shop and terminal. The facility is owned by the firm, and they have been located at this site for eight years. Of the 57 full-time employees of the firm, 45 work on the Central Industrial District site (although 29 are drivers). Presently, $30,000 in improvements are being planned for the firm's CID property as it plans to keep its business in the area. The firm's location is centrally accessible to all directions and provides a key to the adequacy of its present site. *The firm has just purchased a larger land site in the CID.*

Another firm, a manufacturer, has no other locations outside the CID, and requires 12,000 square feet for its current activities. The CID space is divided between a fabrication area and business offices. The firm has been located in the Central Industrial District for 50 years, and at the present site for 26 years. On an average, there are 18 employees working for the firm on a full-time basis, and, at times, some of these are assigned to various job field sites. During the past five years, the firm has upgraded or maintained the CID property by expending $12,000 for this purpose. They intend to stay in the CID because it is a location accessible for their major customers. *The lack of City services could be a main reason to leave the area if such* *a situation were to be considered--particularly the lack of street and sewer maintenance services. If the firm continues to grow, they will require a larger building and a larger land site.*

- Area 8: A firm in this location currently provides transportation services including warehousing and trucking. They rely somewhat upon railroad transportation, and could use barge transportation service, if it was readily available. The firm is located only in the CID and occupies 510,000 square feet, with a total of 10 buildings occupying this area. The company property is both owned and leased, and the location has been home for the enterprise for 29 years. One hundred sixty full-time workers for the firm are active in the Central Industrial District, and the firm is expending $40,000 per year for upgrading and maintaining the property. The firm plans to continue in the CID due to the central location, good rail service, good access to the Interstate Highway System, and the firm's capital investment in the area. *A larger land site is needed with specific parcels apparently not accessible due to price barriers. There were some indications that if they were in a horizontal operation, the firm could operate much more economically. The firm finds problems of sanitary sewer backup and feels that the City has neglected its problems with utilities. Absentee landlords in the area, according to this respondent, have not put proper improvements into their buildings and have not kept pace with the investments made by this enterprise.*

- Area 9: An enterprise in this location specializes in wholesale activities and uses approximately 10 cars per month for rail transportation. The firm occupies a location in the CID totaling approximately 61,000 square feet. The one building on the property is used primarily to store and distribute the firm's products. The firm has been located at its present site for 25 years, although it has been in the CID for 50 years. All 22 full-time employees of the firm are located at its Central Industrial District site. During the past five years, the firm has expended a total of $10,000 to upgrade or maintain its property, and finds its present location desirable. It will stay in the Central Industrial District primarily due to the proximity this location has to marketing sources. *Within the next three to five years, the firm requires a larger building having 60,000 to 100,000 square feet, one million plus cubic feet and a one-floor operation.*

- Area 10: An enterprise in this area specializes in wholesale activities and has other locations in Omaha, Nebraska and Dallas, Texas. It occupies 15,000 square feet in the CID and this takes care of the space requirements for three buildings. The property is owned by the enterprise, and they have been located at this same site for 25 years. Forty-five to 50 full-time employees are employed at the site. During the past five years, the firm has expended $32,000 on the three buildings for upgrading and maintaining the property. They intend to maintain their CID site due to their property investment, the central location, and their optimism in the CID's future. *The firm is looking for parking adjacent to its current location.*

- Area 11: One firm in this location specializes in wholesale activities and uses 50 railroad cars per month. The firm has other sites outside the CID, and occupies 134,000 square feet in the CID. This site contains one warehouse-office type building which is owned by the enterprise and has been occupied for 13 years by the same firm. The firm has 156 full-time Central Industrial District employees and had expended $25,000 per year to upgrade or maintain the property. *The firm intends to stay in the CID due to the central location and easy access to all major interstate highways. The firm is eager to locate in a larger building and land site.*

  Another firm in the area is a manufacturer and uses 40 railroad cars per month. The firm's property occupies 452,059 square feet and includes 13 buildings, 12 of which are used for fabrication purposes with the other being leased to other organizations. Of the buildings, 10 are owned by the firm. The enterprise has been located at its present site for 82 years, and it employs 261 full-time Central Industrial District employees. *The firm has expended very little on maintenance recently and does not intend to keep its business in the Central Industrial District. The prime reason for their leaving the Central Industrial District is the Missouri State Highway Commission's decision to take the center of the plant for the I-670 right-of-way. To keep the enterprise in the CID, the firm would require a larger land site and fewer buildings than the current number used by the firm.*

- Area 12: This enterprise location focuses on wholesale activity and utilizes 15 to 20 railroad cars per month. It would be interested in using barge transportation in the future. The firm does not have any other locations outside the CID, and occupies three and one-half acres in the Central Industrial District. The property is owned by the firm and supports one building which provides office and warehouse services for the enterprise. The firm has been located in this area for 15 years and it employs eight full-time Central Industrial District employees. Within the past five years, the firm has expended between $25,000 and $30,000 for maintaining and improving the property. *They intend to stay in the CID because of the central location, good access to the freeways and the excellent truck and rail facilities. It is necessary for the firm to have an increased building area within the next two to three years.*

- Area 13: An enterprise in this location engages in warehouse/trucking and wholesale activity. No rail transportation is required and the firm has locations outside the CID. The total square footage required for the firm's activities is 20,000 square feet. This area provides space for one building which offers office and warehouse service, and it is owned by the enterprise. The establishment has been in business at this particular location for seven years. Ten full-time employees work for the firm, although only seven are located in the Central Industrial District with locations of other employees being in New York and Los Angeles. The firm has expended $18,000 in the last five years for maintaining and improving its property. *This establishment does intend to continue its business in the CID because the location is appropriate for the type of operation that it maintains. The firm does require a larger building as well as a larger land site.*

- Area 14: The enterprise in this location specializes in retail services and does not use rail transportation or barge transportation. They have other locations outside the CID and occupy approximately three-fourths of an acre in the CID. This space provides an area for one building, and this building is used as a service center and parts department. The property is owned by the user and they have been located at this particular location for 48 years. Twenty-one full-time CID employees work on the property. *The enterprise intends to keep its business in the CID location due to the central access to customers, future highway plans, and the hope that the firm may expand. The enterprise is especially interested in locating a larger building and a larger land site of approximately four acres.*

- Area 15: This enterprise provides warehouse and trucking services and utilizes rail transportation as well as barge transportation. Their current railroad use rate per month is approximately 11 cars. They have no other locations outside the Central Industrial District, and use one and one-half acres of land to maintain one building for manufacturing and warehousing purposes. The building occupies 25,000 square feet and is owned by the user who has been located in the same location for 53 years. Fourteen full-time employees are active at the site. During the past five years, the firm has expended $250,000 on property improvements. *The firm intends to continue at its current site in the CID due to the central location and access for quick local delivery. The firm does require a larger building and a larger land site.*

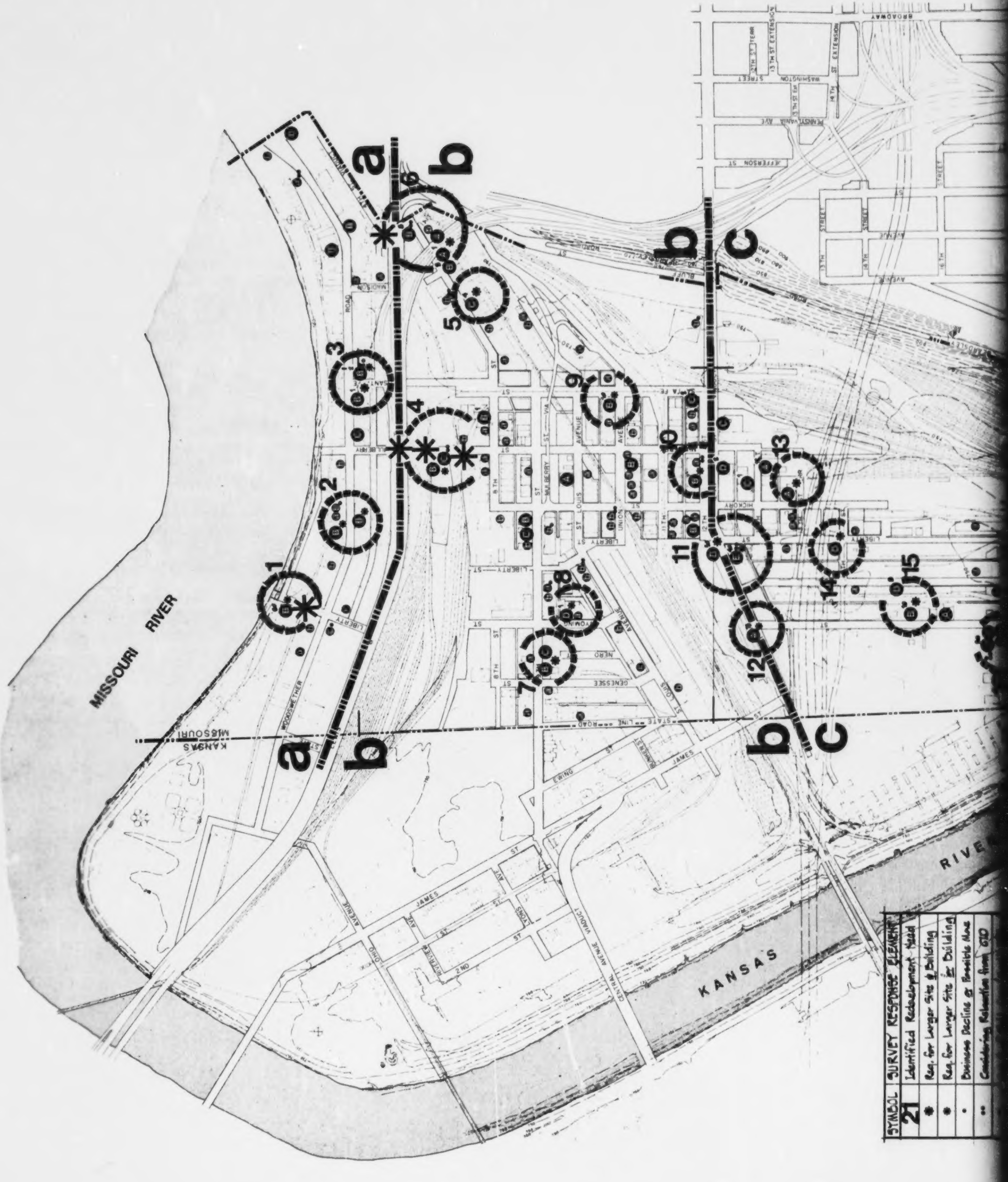
- Area 16: One enterprise at this location has as its primary business livestock marketing, and it utilizes approximately 80 rail cars per month. There is no other location for the firm and its total site occupies 30.395 acres. They have one principal building which is utilized for office space. With a history of being located in the same site for 104 years, it owns the property it occupies. There are 125 full-time employees in the Central Industrial District site. *The CID area is desirable for the firm because they own property there. However, they have experienced increased costs due to sewage treatment and may be forced from the area. They do not desire a larger building nor do they need a larger land site.*

- Area 17: This enterprise provides warehousing and trucking services and is presently occupying 300,000 square feet of property supporting two buildings. The buildings are utilized for public warehousing, and one is owned while the other is leased. The enterprise has utilized the same location for 12 years, and has 25 full-time CID employees. *The firm intends to maintain its location in the Central Industrial District because it is the most centrally located site in the greater Kansas City area. The firm is looking for a larger building and a larger land site.*

- Area 18: This enterprise specializes in retail sales of building materials and it is utilizing approximately 40 railroad cars per month. The firm has locations in other sites throughout the Kansas City area and occupies four acres in the CID site. The enterprise uses four buildings on the property in order to store material and to provide a retail service store and office. The property is leased and the enterprise employs 40 full-time workers in the CID. *The firm has spent nothing to upgrade or maintain the property that it occupies and it does not intend to keep its business in the CID since it has lost its lease due to the Kemper Arena project.*

Further Use of Survey Results

As indicated by the above summary of identified redevelopment needs within the Missouri portion of the Central Industrial District, it is evident that some considerable input for a future economic redevelopment plan for the CID is available from employers currently located within the District. Throughout the continued planning process within this specific study, these redevelopment needs as identified by current CID employers are considered in structuring an economic development strategy for the CID. Individual establishments who have expressed a specific redevelopment need have been interviewed in a second individual work session in order to determine specific building space, site and vehicular access requirements, among other programmed needs. These needs are addressed in the specific Phase One Redevelopment Plans prepared as an integral part of this specific study. Finally, the full tabulation of employer questionnaire/survey results is included in a separate document for future reference and use in industrial conservation efforts.


MISSOURI RIVER
KANSAS RIVER
KANSAS
MISSOURI
STATE LINE ROAD
WOODSWEATHER ROAD
MADISON
SANTA FE
MULBERRY
LIBERTY
ST LOUIS AVE
UNION AVE
GENESSEE
WYOMING
NERO
HICKORY
8TH ST
11TH
12TH
JAMES
EWING
CENTRAL AVENUE VIADUCT
OHIO
1ST ST
2ND ST
BROADWAY
WASHINGTON STREET
PENNSYLVANIA AVE
JEFFERSON ST
13TH ST EXTENSION
14TH ST EXTENSION
BLUFF
1
2
3
4
5
6
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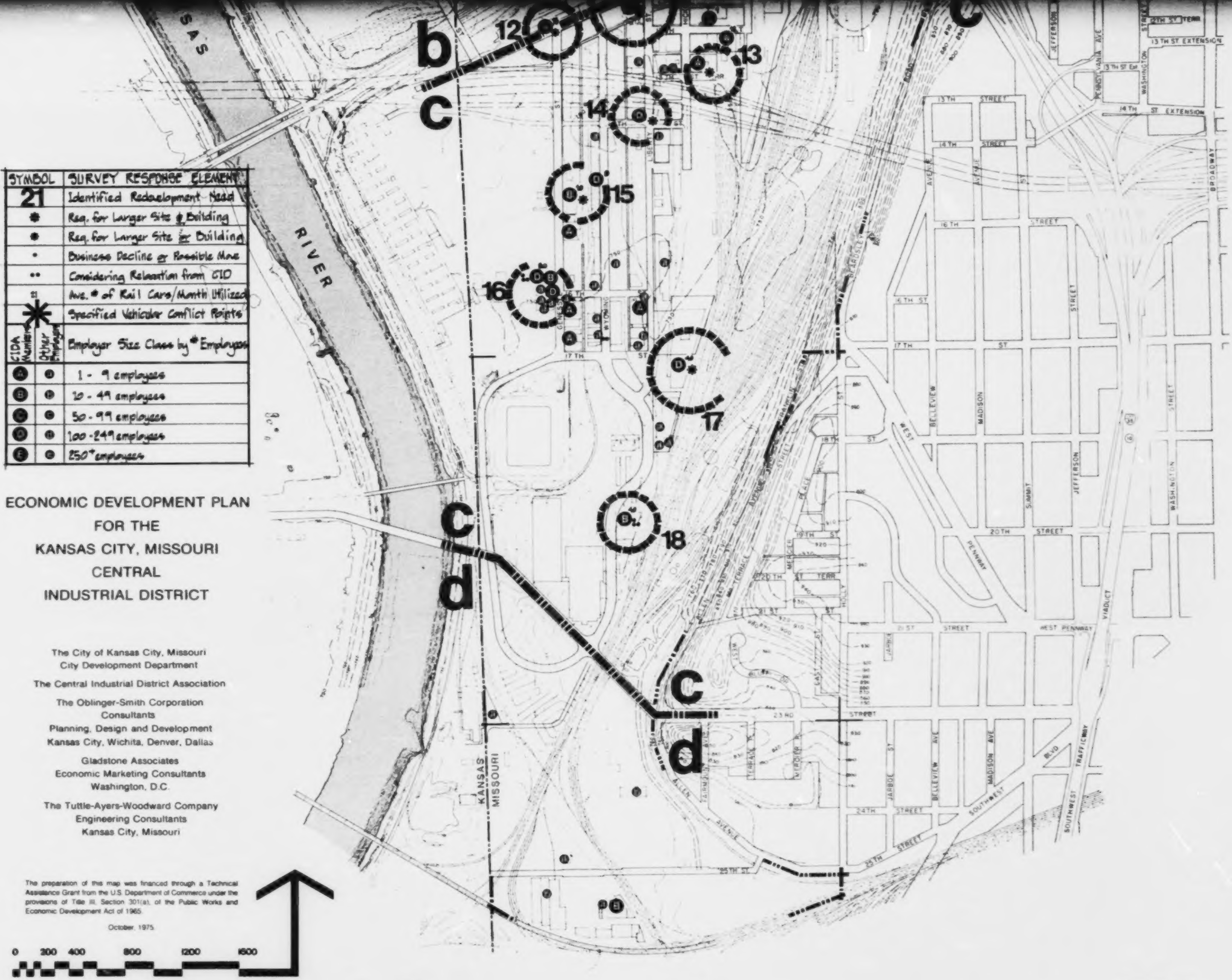
11
12
13
14
15
a
b
c
SYMBOL
SURVEY RESPONSE ELEMENT
21
Identified Redevelopment Need
Req. for Larger Site & Building
Req. for Larger Site or Building
Business Decline or Possible Move
Considering Relocation from CBD


SYMBOL
SURVEY RESPONSE ELEMENT
21
Identified Redevelopment Need
Req. for Larger Site & Building
Req. for Larger Site or Building
Business Decline or Possible Move
Considering Relocation from CID
21
Ave. # of Rail Cars/Month Utilized
Specified Vehicular Conflict Points
CIDA Members
Other Employers
Employer Size Class by # Employees
A
1 - 9 employees
B
10 - 49 employees
C
50 - 99 employees
D
100 - 249 employees
E
250+ employees
b
c
d
12
13
14
15
16
17
18
KANSAS
RIVER
KANSAS
MISSOURI
17TH
ST
WYOMING
GENESSEE
13TH STREET
14TH STREET
13TH ST EXTENSION
14TH ST EXTENSION
12TH ST TERR
JEFFERSON
PENNSYLVANIA AVE
WASHINGTON
BROADWAY
16TH STREET
17TH ST
BELLEVIEW
MADISON
SUMMIT
JEFFERSON
WASHINGTON
20TH STREET
WEST PENNWAY
VIADUCT
21 ST STREET
23 RD STREET
24TH STREET
25TH STREET
25TH ST
ALLEN AVENUE
SOUTHWEST TRAFFICWAY
SOUTHWEST BLVD
JARBOE ST
BELLEVIEW AVE
MADISON AVE
TERRACE
0
200
400
800
1200
1600

ECONOMIC DEVELOPMENT PLAN
FOR THE
KANSAS CITY, MISSOURI
CENTRAL
INDUSTRIAL DISTRICT

The City of Kansas City, Missouri
City Development Department

The Central Industrial District Association

The Oblinger-Smith Corporation
Consultants
Planning, Design and Development
Kansas City, Wichita, Denver, Dallas

Gladstone Associates
Economic Marketing Consultants
Washington, D.C.

The Tuttle-Ayers-Woodward Company
Engineering Consultants
Kansas City, Missouri

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October, 1975

Employer Survey Response 1

LAND USE AND BUILDING CONDITIONS SURVEY

Introduction

As a basic work task within this study, a detailed inventory of existing land use patterns and building conditions has been conducted throughout the entire Missouri portion of the Central Industrial District. This was done in order to document existing quantities of land use activity, and their related distribution throughout the CID, as well as the amount of land readily available for redevelopment activities. The building conditions survey was conducted simultaneously in order to establish one key factor in arriving at a declaration of blight within the provisions of the Urban Redevelopment Corporations Law. Such a declaration of blight, to be based upon statistical information including, but not limited to, the conditions of buildings within the area, is necessary prior to the inception of a redevelopment project under the Missouri Redevelopment Law.

In order to fulfill this program requirement, a field inventory of existing land use and building conditions was conducted and this was coordinated with previous studies conducted in the CID. In this manner, some notations could be made in recent shifts in land use and building conditions throughout the District. It was also possible to note which structures had recently been rehabilitated, improved or demolished. The field inventory of existing land use and building conditions utilized a survey form which is included within this section of the report on pages 23 and 24. The results of the survey have been tabulated and indexed in separate documents, Existing Land Use and Building Conditions Survey, on a block and parcel basis.

Existing Land Use Patterns in the CID

The first step undertaken in the inventory of land use in the CID was to plot on a map all existing land use classifications noted from the Jackson County Tax System and Assessment Maps provided by the Jackson County Assessor's Office, Jackson County Department of Revenue and Administration. System retrieval was made on June 24, 1975 for the specific uses of this study. Within the Jackson County Tax System, a land use code number is noted for the purposes of assessing each parcel of land. Once these land use code numbers were noted on the map, this information was cross checked with data received from field survey and employer survey returns of existing employers in the CID. On the employer surveys, individual establishments were asked to indicate the principal business in which they were active as well as their total land and building areas. This, in combination with the field check and inventory, was cross referenced with the Jackson County Assessor's data and all discrepancies were resolved with the field inventory land use being noted as the proper one at the present time. The results of the existing land use inventory are presented on Map 2: Existing Land Use.

First analysis of this map indicates that, by inspection, the CID is primarily classified, in terms of land use, in the area of Warehousing and Storage Services. This general classification of land use is distributed throughout the entire CID and serves to define the basic land use activity profile of the CID.

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EXISTING LAND USE
AND
BUILDING CONDITIONS SURVEY

Date: ______
Survey By: ______

BLOCK NO: ______ PARCEL NO: ______

EXISTING LAND USE CLASSIFICATION: ______
TOTAL PARCEL AREA: ______ sq.ft.
BUILDING AREA: ______ sq.ft. PERCENT OF PARCEL: ______ %
PARKING AREA: ______ sq.ft. PERCENT OF PARCEL: ______ %
CIRCULATION: ______ sq.ft. PERCENT OF PARCEL: ______ %
VACANT AREA: ______ sq.ft. PERCENT OF PARCEL: ______ %

BUILDING NAME: ______
STREET ADDRESS: ______
GROSS FLOOR AREA: ______ sq.ft.
OCCUPIED FLOOR AREA: ______ sq.ft. PERCENT OF GFA: ______ %
VACANT FLOOR AREA: ______ sq.ft. PERCENT OF GFA: ______ %

TYPE OF STRUCTURE:
Wood Frame ____ Steel Frame ____ Concrete ____ Other ______

EXTERIOR MATERIAL:
Brick ____ Conc. Block ____ Metal ____ Wood ____ Other ______

GENERAL BUILDING CONDITION:
Good ____ Fair ____ Poor ____

Structural Condition	Standard	Needs Minor Repair	Needs Major Repair
Foundation			
Frame			
Roof			
Exterior Surface			

ACCESSORY BUILDING USE:
Garage ______ Storage ______ Other ______

ACCESSORY BUILDING CONDITION:
Good ______ Fair ______ Poor ______

LANDSCAPE:
COVER: Grass ____ Weeds ____ Paving ____ None ____
DRAINAGE: Good ____ Fair ____ Poor ____
APPEARANCE: Good ____ Fair ____ Poor ____

RECOMMENDED CLASSIFICATION:
STANDARD ______
MINOR REHAB ______
MAJOR REHAB ______
DEMOLITION ______

BUILDING TENANT LIST:

SIC NO.	ACTIVITY DESCRIPTION	TENANT NAME	GLA (sq.ft.)

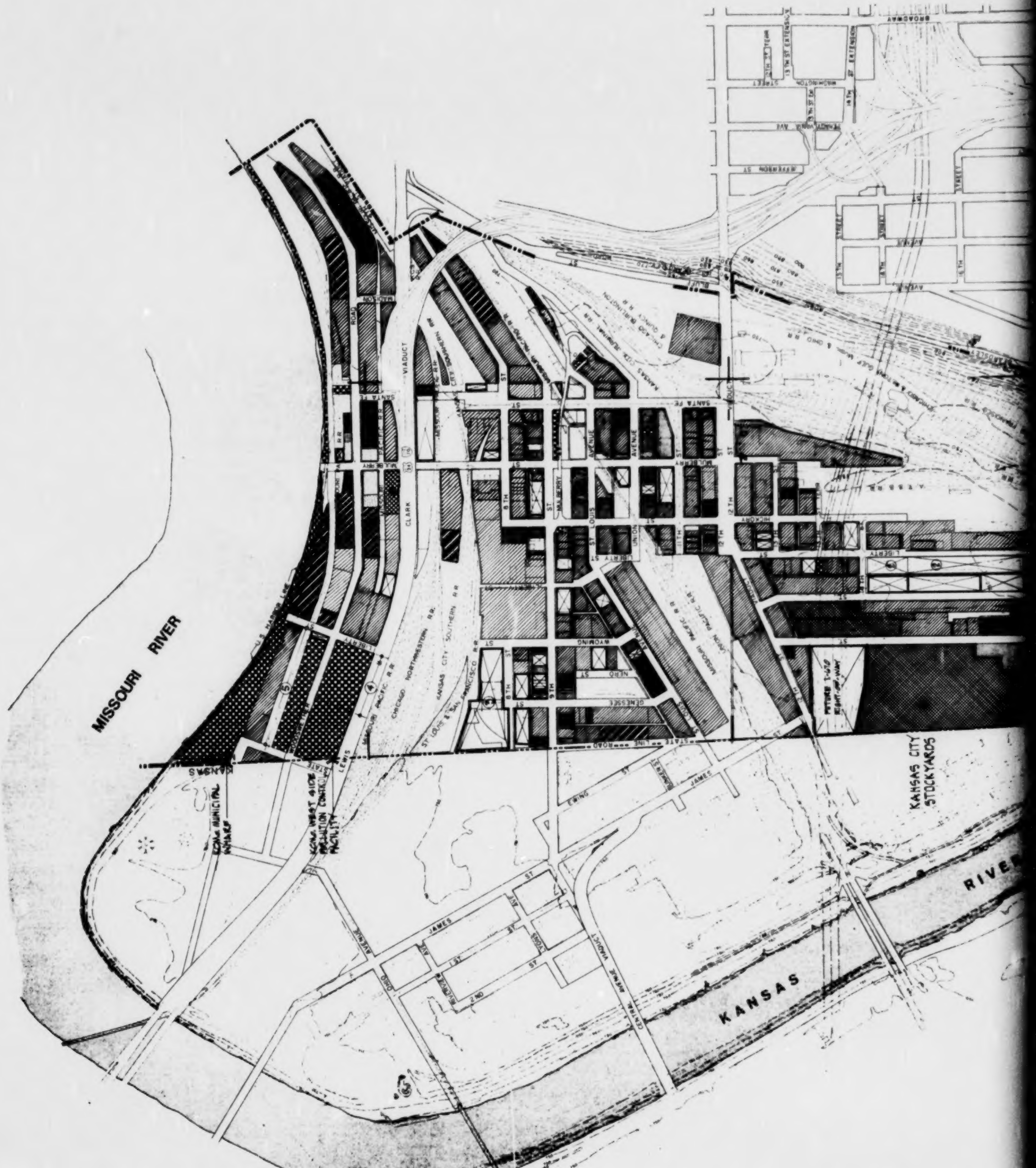
GENERAL COMMENTS: ____________________

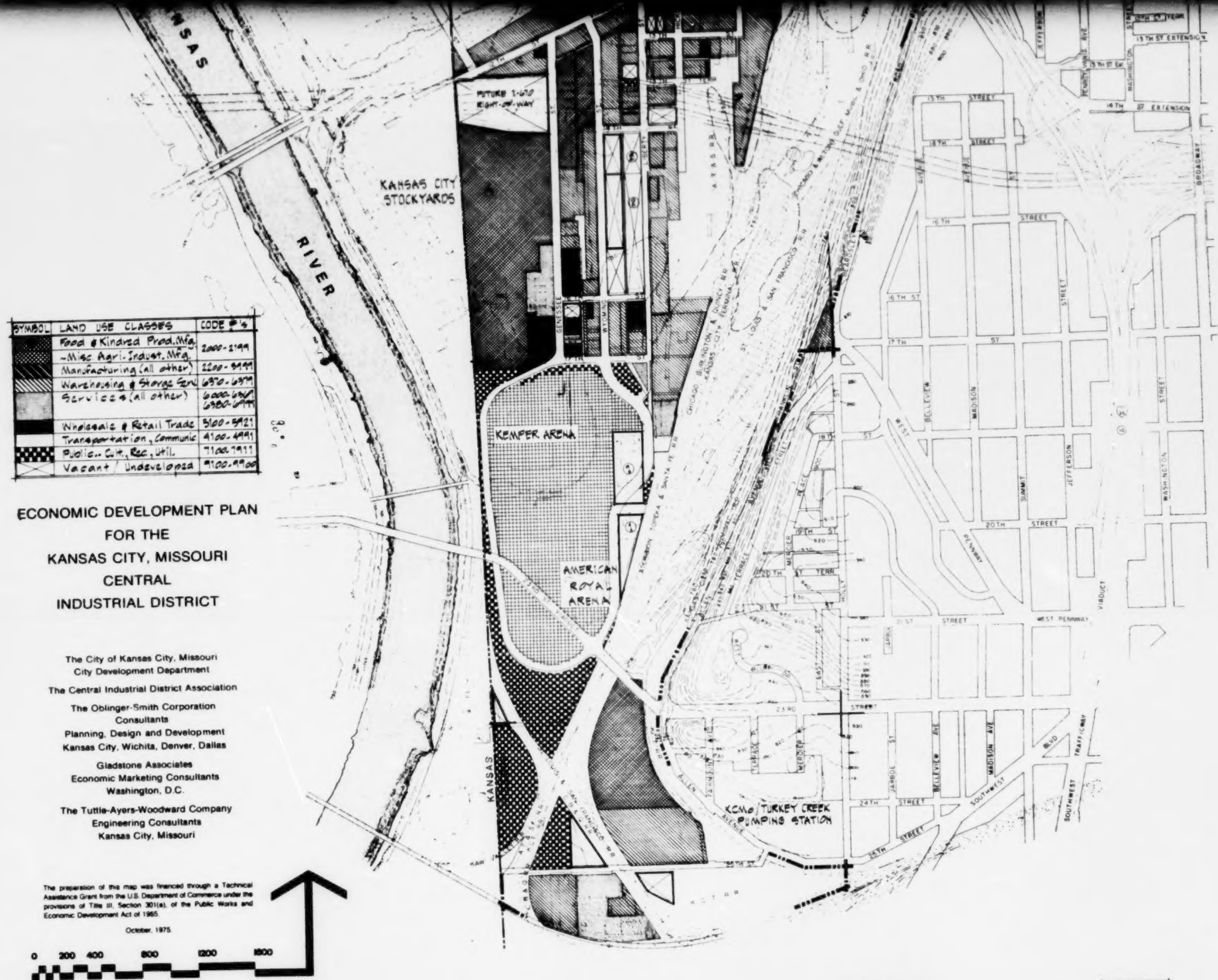
Manufacturing land uses comprise a distinct minority of total land area in the CID, with some concentration of this activity in the northern extremity of the District, north of Interstate Highway 70 and the Lewis and Clark Viaduct. The basic exception to this general pattern is that, south of the 12th Street Viaduct, very little manufacturing land use activity by land area currently occurs, other than that related to miscellaneous agri-industrial manufacturing. This latter classification of land use is noted separately on the Existing Land Use Map and primarily relates to the Kansas City Stockyards and to certain manufacturing activities of the Columbian Steel Tank Company which relate to agri-industry.

All retail and wholesale trade activities, as well as all services except warehousing and storage services, also show a random distribution throughout the Central Industrial District. Some concentration of retail and wholesale activity appears on 9th Street, north of the 12th Street Viaduct, while the major retail activity occurs around 16th and 17th Streets on Genessee and Wyoming. This latter retail activity and related services appears to be concentrated in this area originally due to the presence of the Kansas City Stockyards and the Stockyards Exchange Building. It is noted that the retail uses in this specific area are basically oriented to the agricultural interests and users of the Kansas City Stockyards. More recently, however, the development of the Kemper Arena in this area has begun to induce a shift in retail and services land use toward more new restaurants which relate to transient users of the District. The Golden Ox Restaurant, on the other hand, has existed in this location for many years and continues to be a major retail draw as an eating and drinking establishment.

Land area utilized for Transportation and Communications purposes within the CID forms a highly significant percentage of the total land area within the District. This is due to the land devoted to railway rights-of-way and rail yards in the CID. In addition to this, street rights-of-way are quite closely spaced within the CID, platted on a rectangular grid system with particular frequency in the area between 12th Street Viaduct on the south and 9th Street on the north. The total acreage involved in Transportation and Communications uses, by visual inspection of Map 2, would approximate 40% to 50% of the total land area in the CID.

Another key land use noted in the CID is Public Use. This general classification comprises cultural, recreational and utility land use activities. Again, this land use constitutes a significant percentage of the total land in the CID, particularly in the area of the Kemper Arena and the American Royal Arena. Other public uses in the CID include the Kansas City, Missouri Municipal Wharf and the Kansas City, Missouri West Side Control Facility, located at the northwestern extremity of the CID. In addition, the City of Kansas City, Missouri owns other properties in this area which are leased to commercial and industrial users. To the southern extremity of the CID, the Turkey Creek Pumping Station is another major Public Use activity. In addition to the existing Public Uses mentioned, the proposed Interstate Highway 670 project will constitute a future Public Use which will divide the CID in an east to west direction.


MISSOURI RIVER
KANSAS RIVER
KANSAS CITY STOCKYARDS
U.S. HARBOR LINE
MADISON
ROAD
VIADUCT
CLARK
SANTA FE
MULBERRY
ST LOUIS AVENUE
UNION AVENUE
LIBERTY ST
HICKORY
8TH ST
9TH ST
11TH ST
12TH ST
WYOMING ST
NERO ST
GENESSEE
MISSOURI PACIFIC R.R.
CHICAGO NORTHWESTERN R.R.
KANSAS CITY SOUTHERN R.R.
ST LOUIS & SAN FRANCISCO R.R.
CHICAGO BURLINGTON & QUINCY R.R.
KANSAS CITY TERMINAL R.R.
STATE LINE ROAD
KANSAS
LEWIS
KCMO MUNICIPAL WHARF
KCMO WEST SIDE POLLUTION CONTROL FACILITY
FUTURE I-670 RIGHT-OF-WAY
EWING ST
JAMES ST
1ST ST
2ND ST
OHIO AVENUE
CENTRAL AVENUE VIADUCT
BROADWAY
WASHINGTON STREET
PENNSYLVANIA AVE
JEFFERSON ST
13TH ST EXTENSION
14TH ST EXTENSION


KANSAS RIVER
KANSAS CITY STOCKYARDS
FUTURE I-670 RIGHT-OF-WAY
KEMPER ARENA
AMERICAN ROYAL ARENA
KCMo/TURKEY CREEK PUMPING STATION
GENESSEE
WYOMING
LIBERTY
KANSAS
BROADWAY
WASHINGTON
JEFFERSON
SUMMIT
MADISON
BELLEVIEW
PENNWAY
WEST PENNWAY
VIADUCT
15TH STREET
16TH STREET
17TH ST
18TH
20TH STREET
21ST STREET
23RD STREET
24TH STREET
25TH ST
JARBOE ST
MERCIER
TERRACE
HOLLY
ALLEN AVENUE
SOUTHWEST BLVD
SOUTHWEST TRAFFICWAY
14TH ST EXTENSION
15TH ST EXTENSION
ATCHISON TOPEKA & SANTA FE RR
CHICAGO BURLINGTON & QUINCY RR
KANSAS CITY TERMINAL RR
ST LOUIS & SAN FRANCISCO RR
A.T.&S.F. RR
0 200 400 800 1200 1600

SYMBOL	LAND USE CLASSES	CODE #'s
▩	Food & Kindred Prod. Mfg. -Misc. Agri-Indust. Mfg.	2000-2199
▨	Manufacturing (all other)	2200-3999
▧	Warehousing & Storage Serv.	6370-6379
▒	Services (all other)	6000-6369 6380-6999
■	Wholesale & Retail Trade	5100-5921
□	Transportation, Communic.	4100-4991
▦	Public.. Cult., Rec., Util.	7100-7911
☒	Vacant / Undeveloped	9100-9900

ECONOMIC DEVELOPMENT PLAN
FOR THE
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CENTRAL
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Economic Marketing Consultants
Washington, D.C.

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Engineering Consultants
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The preparation of this map was financed through a Technical Assistance Grant from the U.S. Department of Commerce under the provisions of Title III, Section 301(a), of the Public Works and Economic Development Act of 1965.

October, 1975

Existing Land Use Map 2

Availability for Vacant Land for Redevelopment Purposes

It is estimated that there are only about 16 acres of vacant, undeveloped land within the CID which would be readily available for redevelopment purposes. To complicate matters, this vacant, undeveloped land is scattered throughout the Central Industrial District, as noted on the Existing Land Use Map. Most of this vacant property is less than one acre in size, with the noted exceptions as shown on the map. The only concentration of vacant, undeveloped land within the CID is an area between 14th and 16th Streets and between Wyoming and Liberty Streets, approximately five acres in total area. By clearing other properties in the immediate vicinity of this concentrated area of vacant, undeveloped land, this land area could be increased somewhat.

However, the basic problem to be pointed out is that there is not a significant amount of vacant, undeveloped land in the Central Industrial District available to initiate a major redevelopment project such as, for example, an "in-town" industrial park. It should be anticipated that any major redevelopment projects will necessitate an ambitious land clearance and rehabilitation program for existing structures.

Summary of Conclusions from Land Use Inventory

Upon analyzing the distribution of existing land use patterns within the Central Industrial District, several preliminary remarks may be summarized:

- Land use activities within the CID appear to be very highly mixed with very little consolidation of land use activity in any one particular area of the CID. The closest approximation to a consolidated pattern of land use occurs south of the 12th Street Viaduct and north of 17th Street. This area encompasses the Kansas City Stockyards, the primary land use activity in this subarea within the CID. Other land extensive uses have also tended to cluster in this area of the CID, with some intermingling of commercial and service establishments. North of the 12th Street Viaduct, there is a high degree of intermixing of land use activities on smaller tracts and parcels of land.

- The availability of vacant land within the CID, for redevelopment purposes, appears to be critically low. In most cases, it is scattered on a small lot basis, and has apparently limited potential for redevelopment use unless combined with other developed or underdeveloped sites. The closest thing to this exception has been previously noted in a discussion of vacant land in the CID. In most cases, it appears that the potential use of vacant land for redevelopment purposes will undoubtedly be combined with rehabilitation and/or demolition activity on adjacent and related parcels.

- The extremely high percentage of land within the Central Industrial District used for Transportation and Communication activities serves to segment the CID into several subareas for development analysis. For example, the Interstate Highway 70 and Lewis and Clark Viaduct right-of-way tends to isolate the area north of I-70 as a specific subarea within the CID. Further, the 12th Street Viaduct and rail yards

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immediately east and west of it, further tend to define the physical identity of the area north of 12th Street and south of Interstate Highway 70 as a project subarea. Within this sector, 9th Street tends to divide this area further into two subareas, one north and one south of 9th Street and the Mulberry Viaduct. Within this specific area, both north and south of 9th Street, the problems of rail conflicts and general physical appearance appear to be most critical. Next, the third area defined by Transportation and Communication land use activities lies south of 12th Street and down to and including the area on either side of the 23rd Street Viaduct. Finally, the 23rd Street Viaduct tends to define a fourth area lying south of the Viaduct and bound on the extreme south by rail tracks and yards, and on the east by bluffs and on the west by the Kansas State Line and the Kansas River. Due to the segmenting effect of Transportation and Communications land uses within the CID, careful consideration will need to be given to possible relocation and/or closings of rights-of-way as deemed practical and efficient in order to better define specific redevelopment project areas. This implies the potential consideration of street and/or rail spur relocations in order to accommodate redevelopment projects which may be feasible from an economic standpoint.

In preparing a redevelopment strategy for the Central Industrial District, one objective must surely be to encourage a consolidation of compatible land use activities and to discourage the further dipersal of unrelated land use activities throughout the District as is currently the case. Thus, key redevelopment priorities may relate to selecting Phase One projects which encourage a consolidation of compatible land uses within a specific project area in the CID. Attempts would then be made to relocate scattered land uses into a planned development or developments for specific purposes. At present, the CID is obviously lacking in any attempt to cluster land uses on a planned and orderly basis in order to realize mutually reinforcing benefits while minimizing conflicts which are currently present and documented.

Existing Building and Site Conditions

On Map 3: Existing Building and Site Conditions, on page 30, the results of a field inventory conducted within this study have been summarized. Buildings have been ranked according to their perceived needs for major or minor rehabilitation, demolition or even maintenance in their existing state. The distribution of structures judged to require major rehabilitation and/or demolition form a pattern within the CID which is to be utilized as one factor in determining a blight declaration for the purposes previously described. In addition to building conditions, Map 3 also summarizes site conditions which relate primarily to parcel areas influenced by a given building condition. Finally, land which is currently vacant and/or underdeveloped is noted on Map 3. All of these factors will be utilized in a systematic evaluation of Phase One project selection. The description of this process will be summarized within later sections of this report.

Summary of Conclusions from Building and Site Conditions Inventory

Upon inspection, it is apparent that many substantial structures currently exist throughout the Central Industrial District. There are, however, specific cases which appear to warrant major rehabilitation or demolition of specific structures. In many cases, however, the problem appears to be more one of instilling a desire for better exterior property maintenance, including maintenance of site development around and adjacent specific buildings.

Within specific redevelopment proposals, to be generated in later sections of this study, rehabilitation and/or demolition activities will be specifically addressed within Phase One project areas. On a more general note, however, the CID should certainly encourage a more general areawide clean up and maintenance program, particularly relating to site conditions throughout the District. This more general need will also be further documented within later sections of this analysis.

Finally, a tabulation of site conditions within the Central Industrial District shows the following distribution of occupied, vacant and underutilized land:

- It is estimated that there are approximately 16 acres of land within the Missouri portion of the CID which may be classified as "Vacant."
- It is currently estimated that there are approximately 52 acres of land within the Missouri portion of the CID which may be classified as "Underutilized."
- By comparison, it is estimated that there are approximately 408 acres of "Occupied" land in the Missouri portion of the CID.

This summary serves to illustrate the relatively low availability of vacant and/or underutilized land for redevelopment purposes in the CID. One of the redevelopment constraints to be considered in this study is the distribution of parcels of vacant and/or underutilized land which are available for redevelopment purposes. As presented within this section of the analysis, it is evident that redevelopment strategies in the CID will need to consider a careful and detailed analysis of land availability which is developable for new and expanding industrial uses.

EXISTING STREET CONDITIONS SURVEY

Introduction

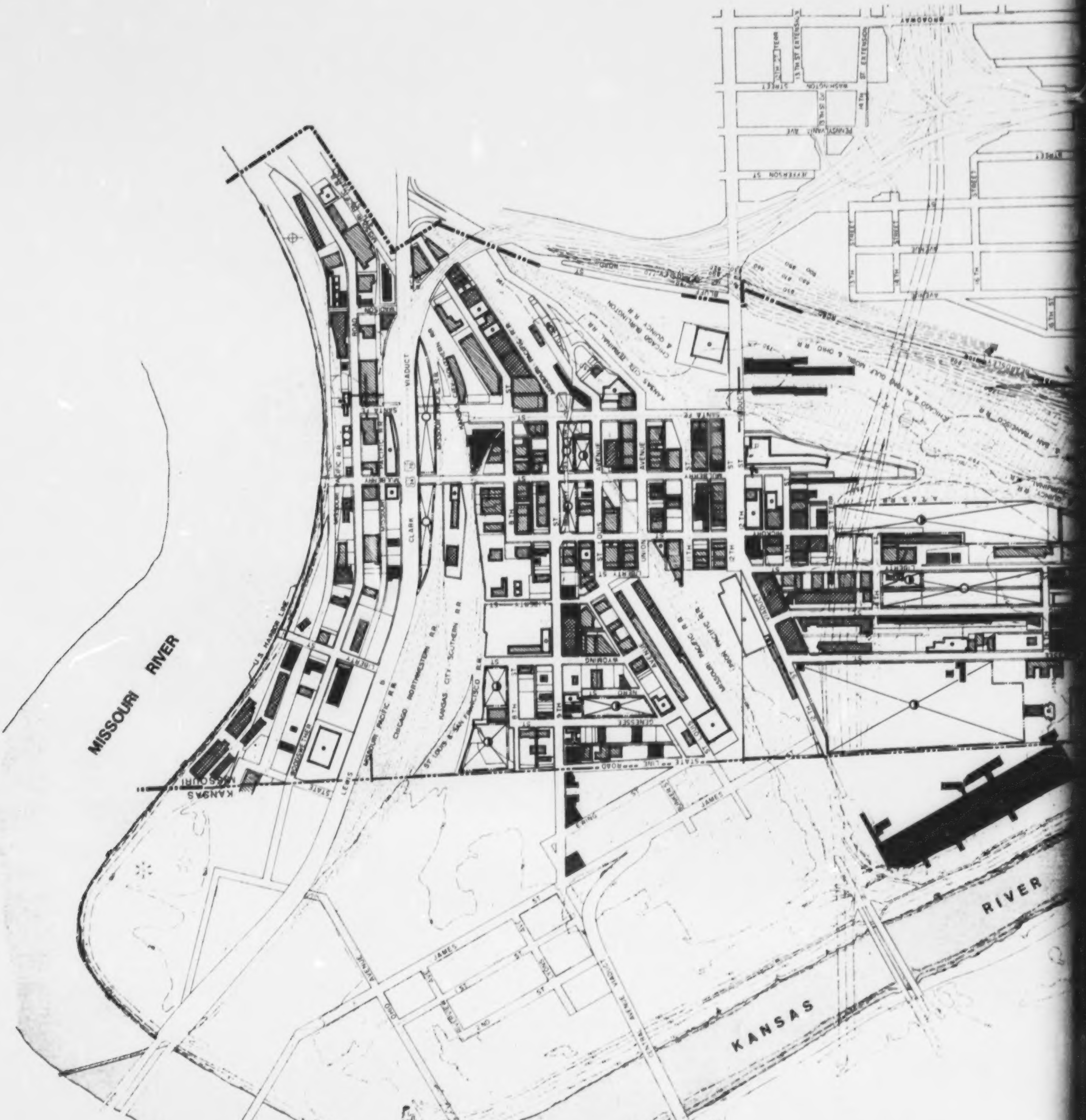
As an integral part of this study, a detailed inventory of existing street conditions was conducted throughout the Missouri portion of the CID. Street conditions were field inventoried on a segment-by-segment basis and were noted upon Existing Street Conditions Survey forms which summarize specific elements of street segment condition as a means to arrive at a Composite Factor Ranking of existing street conditions. Survey forms were completed for each street segment within the Kansas City, Missouri CID and are included in a separate information file entitled Existing Street Conditions Survey for the Central Industrial District, Kansas City, Missouri. A sample survey form is included within this report on page 33.

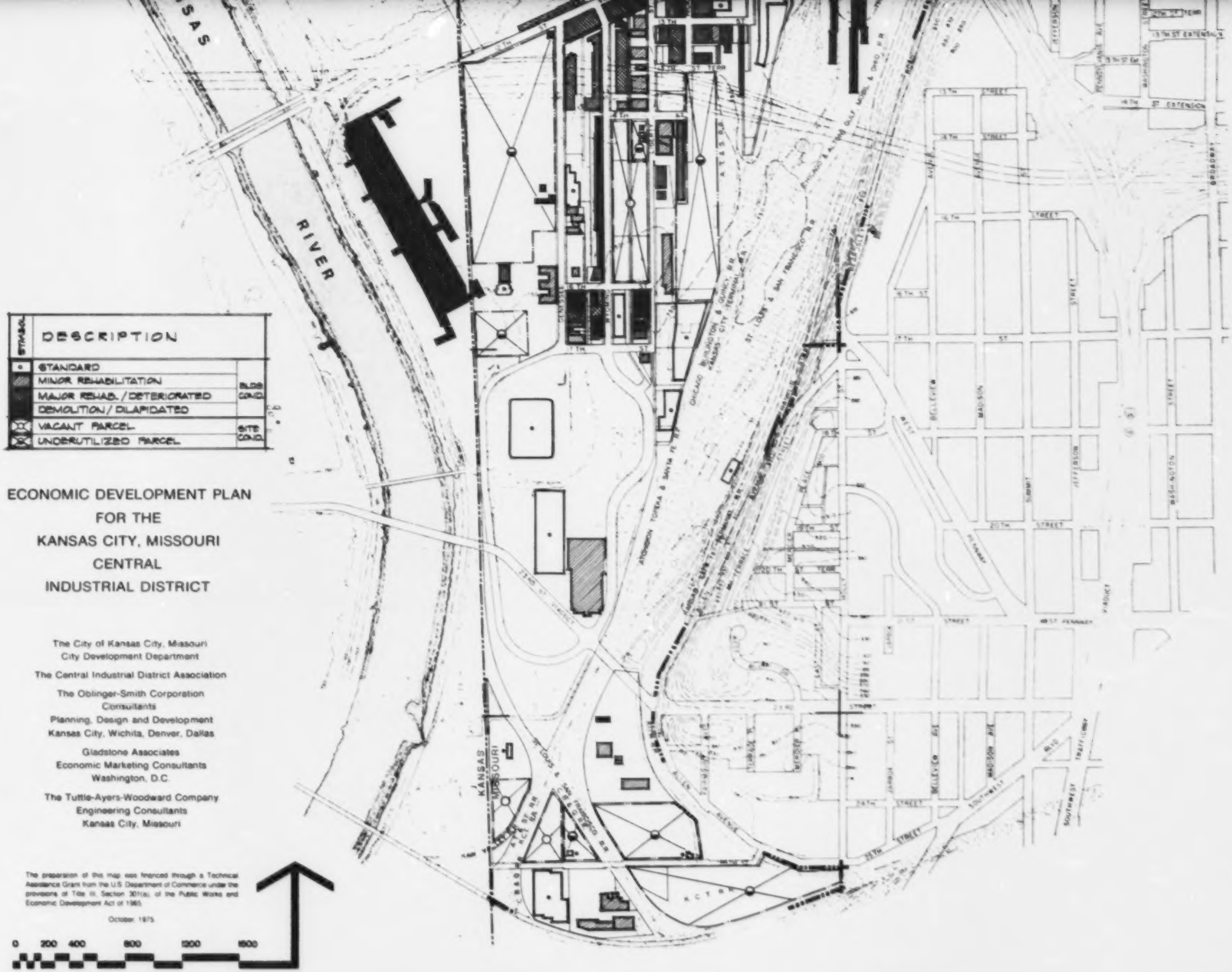
Results of Street Conditions Survey

On Map 4: Street Conditions, the Composite Factor Ranking of existing street conditions is indicated graphically for each street segment in the Kansas City, Missouri CID. Also, each street segment is noted relative to its width of street pavement, measured in feet, and width of street right-of-way, also measured in feet. It will be noted that a generalized area which is currently served by streets in substandard contition is, presented on Map 4, essentially north of the proposed I-670 right-of-way and south of the existing Interstate 70 right-of-way. Most of the streets in this defined area are ranked as being substandard in condition, or receiving a "poor" or "fair" ranking in the Composite Factor Analysis. The shaded area on the map indicates the land area which is served within a one-half block distance by either "fair" or "poor" streets. Conversely, streets to the extreme north of the CID, as well as streets to the extreme south, are generally rated in either "good" or "excellent" condition. Much of the recent road work done around the Kemper Arena project is, of course, reflected in the excellent street conditions ranking in that particular area. Also, as will be noted in later analysis tasks, street conditions may be generally correlated to flooding characteristics, building conditions and conflicts with local rail traffic as well as other factors which may contribute to blighting influences in a specific subarea within the CID.

Further Utilization of the Street Conditions Survey

The Survey of Existing Street Conditions will be further utilized in this study as one factor in arriving at a redevelopment priorities program and strategy for the Central Industrial District. The condition and capacity of the street network in an industrial district is, of course, of utmost importance in the current and future development of that industrial district. A street improvement program must address itself to conditions of the street right-of-way and paved surface, as well as storm drainage system, and must further analyze and project traffic demands and related street design capacities to serve the needs of the industrial district. Thus, the Streed Conditions Map specifies the existing conditions related to this one factor in need of future improvement.


MISSOURI RIVER
KANSAS RIVER
BROADWAY
13TH ST EXTENSION
WASHINGTON STREET
14TH ST EXTENSION
PENNSYLVANIA AVE
JEFFERSON ST
VIADUCT
CLARK
SANTA FE
ST LOUIS AVE
UNION AVENUE
MULBERRY
8TH
9TH
11TH
12TH
13TH
LIBERTY
WYOMING
GENESSEE
STATE LINE ROAD
KANSAS
MISSOURI
U.S. HARBOR LINE
MISSOURI PACIFIC R.R.
CHICAGO NORTHWESTERN R.R.
KANSAS CITY SOUTHERN R.R.
ST LOUIS & SAN FRANCISCO R.R.
CHICAGO BURLINGTON & QUINCY R.R.
KANSAS CITY TERMINAL R.R.
GULF MOBILE & OHIO R.R.
A.T.&S.F. R.R.
LEWIS
EWING ST
JAMES ST



KANSAS
RIVER
KANSAS
MISSOURI
BROADWAY
WASHINGTON
JEFFERSON
SUMMIT
MADISON
BELLEVUE
WEST PENNWAY
SOUTHWEST TRAFFICWAY
SOUTHWEST BLVD
24TH STREET
25TH STREET
23RD ST. VIADUCT
ATCHISON TOPEKA & SANTA FE
CHICAGO BURLINGTON & QUINCY R.R.
KANSAS CITY TERMINAL R.R.
ST. LOUIS & SAN FRANCISCO R.R.
CHICAGO & ALTON GULF MOBIL & OHIO R.R.
A.T.&S.F. R.R.
K.C.T. R.R.

SYMBOL	DESCRIPTION	
•	STANDARD	BLDG. COND.
▨	MINOR REHABILITATION	
▩	MAJOR REHAB. / DETERIORATED	
■	DEMOLITION / DILAPIDATED	
⊠	VACANT PARCEL	SITE COND.
⊠	UNDERUTILIZED PARCEL	

ECONOMIC DEVELOPMENT PLAN
FOR THE
KANSAS CITY, MISSOURI
CENTRAL
INDUSTRIAL DISTRICT

The City of Kansas City, Missouri
City Development Department

The Central Industrial District Association

The Oblinger-Smith Corporation
Consultants
Planning, Design and Development
Kansas City, Wichita, Denver, Dallas

Gladstone Associates
Economic Marketing Consultants
Washington, D.C.

The Tuttle-Ayers-Woodward Company
Engineering Consultants
Kansas City, Missouri

The preparation of this map was financed through a Technical Assistance Grant from the U.S. Department of Commerce under the provisions of Title III, Section 301(a), of the Public Works and Economic Development Act of 1965.

October 1975

0 200 400 800 1200 1600

Building & Site Conditions 3

Where appropriate, recommendations will be made to widen, delete or alter the alignment of street segments as a part of an overall street improvement program. Again, this factor will be integrated with other redevelopment factors discussed in this study.

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CENTRAL INDUSTRIAL DISTRICT
KANSAS CITY, MISSOURI

EXISTING STREET CONDITIONS SURVEY

STREET: ______________________________

FROM: ______________________ **TO:** ______________________

1. Street Width *(Back to Back)* ______________ **2. Right-of-Way Width** ______________

3. Curb Type ______________________

4. Curb Condition ______________________

(a) Bad Horizontal Alignment ______

(b) Bad Vertical Alignment ______

(c) Drastically Reduced by Overlay ______

(d) Partially Reduced by Overlay ______

(e) Badly Deteriorated ______

5. Surface Type ______________________

6. Surface Condition

(a) Vertical Alignment **Bad** ______ **Good** ______

(b) Surface Drainage (crown) **Bad** ______ **Good** ______

(c) Surface Movement at Intersection **Yes** ______ **No** ______

(d) Chuck Holes **Few** ______ **Several** ______ **Many** ______

(e) Surface Cracking **Some** ______ **Medium** ______ **Heavy** ______

7. Drainage Structures

(a) Catch Basins *(Number)* ______________________

(b) Condition **Good** ______ **Poor** ______

(c) Comments: ______________________

8. This Street is Classified:

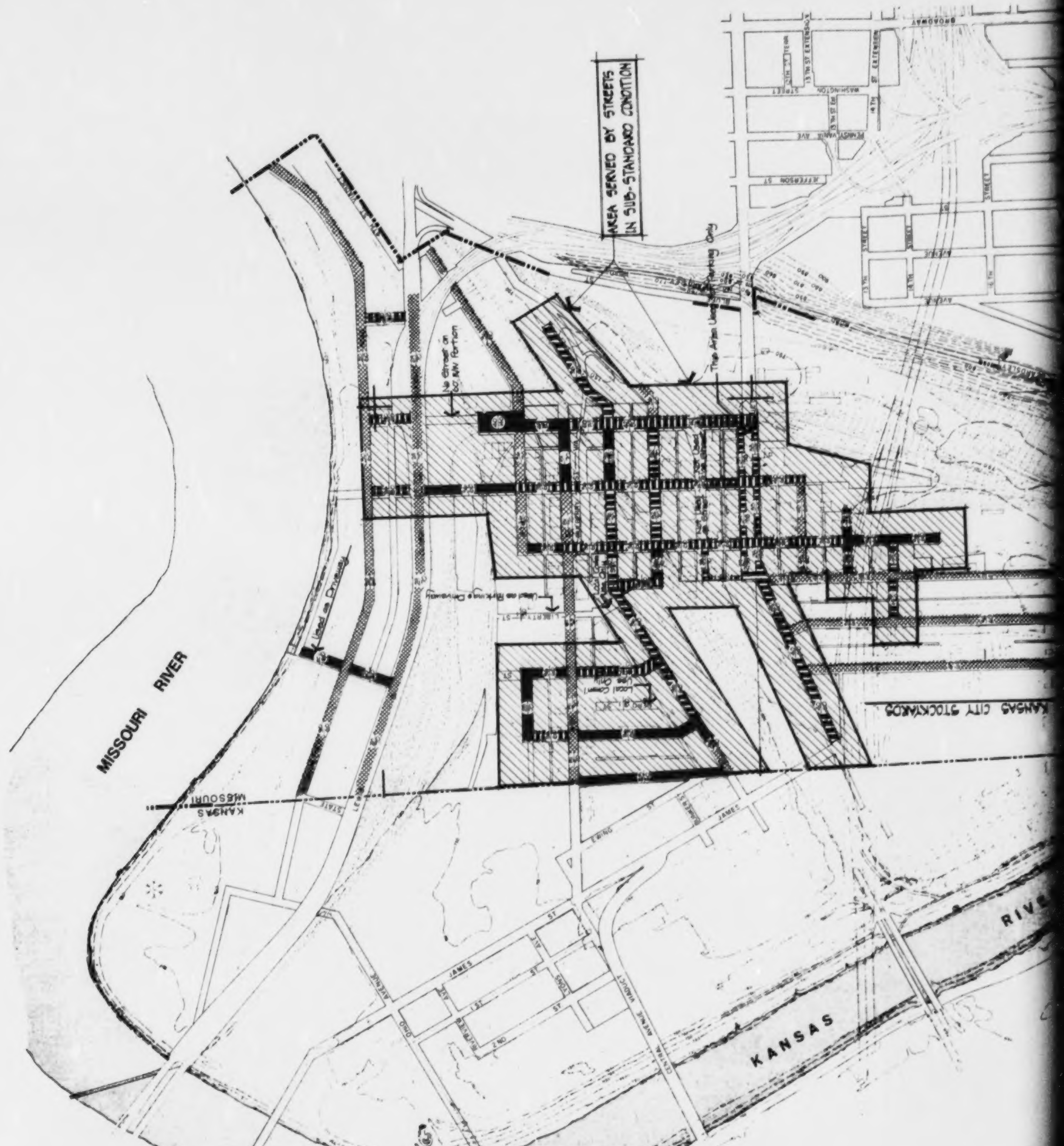
Excellent ______________

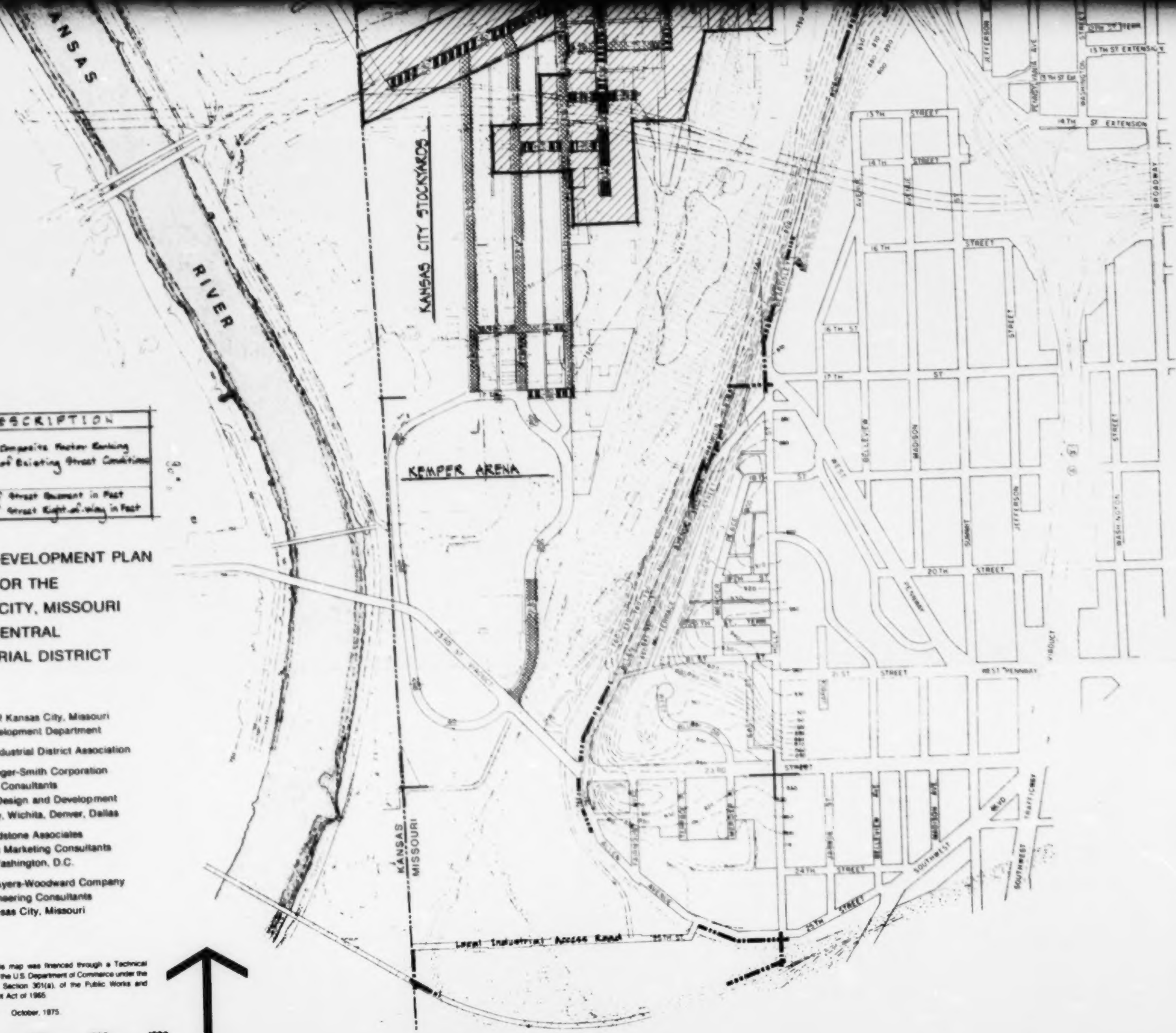
Good ______________

Fair ______________

Poor ______________

9. General Comments: ______________________________


AREA SERVED BY STREETS IN SUB-STANDARD CONDITION
The Area Used for Parking Only
No Street on Old R/W Portion
Used as Parking Driveway
Used as Driveway
Local Comm'l Use Only
MISSOURI RIVER
KANSAS
MISSOURI
KANSAS CITY STOCKYARDS
KANSAS RIVER
BROADWAY
WASHINGTON STREET
PENNSYLVANIA AVE
JEFFERSON ST
13TH ST EXTENSION
14TH ST EXTENSION
LIBERTY ST
JAMES ST
EWING ST
CENTRAL AVENUE VIADUCT
1ST ST
2ND ST
STATE LINE


KANSAS
RIVER
KANSAS CITY STOCKYARDS
KEMPER ARENA
KANSAS
MISSOURI
Local Industrial Access Road
23RD ST. VIADUCT
BROADWAY
JEFFERSON
PENNSYLVANIA AVE
WASHINGTON
15TH ST EXTENSION
14TH ST EXTENSION
13TH STREET
14TH STREET
16TH STREET
17TH ST
18TH ST
20TH STREET
21ST STREET
23RD STREET
24TH STREET
25TH ST
BELLEVIEW
MADISON
SUMMIT
PENNWAY
WEST PENNWAY
VIADUCT
SOUTHWEST BLVD
SOUTHWEST TRAFFICWAY
ALLEN AVENUE
WYOMING
GENESSEE
MERCIER
TERRACE

SYMBOL		DESCRIPTION
	EXCELLENT	Composite Factor Ranking of Existing Street Conditions
▨	GOOD	
▥	FAIR	
■	POOR	
		Width of Street Pavement in Feet Width of Street Right-of-way in Feet

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October, 1975

0 200 400 800 1200 1600

Street Conditions

4

EXISTING PROPERTY OWNERSHIP

Introduction

On Map 5: Property Ownership, the existing ownership patterns within the Central Industrial District have been graphically indicated and summarized. The source of this information was the Jackson County Tax System and Assessment Maps provided by the Jackson County Department of Revenue and Administration, system retrieval on June 24, 1975. Also, the Missouri State Highway Department provided updated information within the proposed Interstate 670 right-of-way. Finally, key parcels under single ownership within the Kansas City, Kansas portion of the CID were obtained from property ownership maps prepared in a Comprehensive Development Plan for the Kansas City, Kansas Central Industrial District, in January, 1974. This study was prepared by the Oblinger-Smith Corporation for the Urban Renewal Agency of Kansas City, Kansas. On the map, block numbers and parcel numbers are indicated for cross referencing purposes to a separate Land Use and Building Conditions Survey in which data for each parcel within the CID is detailed. This data includes the reporting of current assessed valuation for land and improvements and total assessed valuation as recorded by the Jackson County Department of Revenue and Administration. Catalogued in three separate volumes, this information is indexed by block number within the CID.

Land Ownership Patterns

Public property owned either by the City of Kansas City, Missouri or the State of Missouri is indicated in black tones on Map 5. This is for the purpose of graphically illustrating public land ownership patterns within the Missouri portion of the CID. Upon inspection of the map, it is obvious that public ownership is concentrated at the extreme north portion of the CID, adjacent to the Missouri River, and at the southern portion of the CID at the location of the Kemper Arena and the American Royal Arena. Further, the Interstate 670 right-of-way has been partially acquired at the center of the Central Industrial District. This is indicated from information provided by the Missouri Highway Department as of August 22, 1975. Relative to this, I-670 properties currently in negotiation between private land owners and the State of Missouri are noted as distinguished from properties already acquired for the I-670 right-of way. Currently, three property owners are in negotiation with the State of Missouri for this acquisition. It should be noted, at this point, that the I-670 right-of-way will represent a significant wedge of publicly owned land which will bisect the Central Industrial District and, if properly planned, could provide a source of relief from the intensely urbanized pattern currently present. In other words, this right-of-way could provide the impetus for adjacent open space uses which could provide visual relief to the industrial uses. The appropriate planning and landscaping of this area may become important if properly correlated with other redevelopment considerations.

Further noted on the Property Ownership Map are significant railway properties which are not currently used for railroad rights-of-way. These are distributed throughout the Central Industrial District, with considerable concentration of this ownership classification in the northern sector of the CID. These

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properties should be viewed as potential components in an overall redevelopment strategy. For example, it may be possible to combine railroad ownerships with adjacent properties in order to identify a redevelopment site of significant size and value.

Further, major land parcels with single, private ownerships have been noted on the map in order to identify potential redevelopment sites which would minimize negotiation with a multiplicity of separate owners. The areas marked "B" on the map are those parcels located in Kansas with major owners also owning property on the Missouri side of the Central Industrial District. Certainly, any redevelopment strategy in the Missouri portion of the CID involving these major land owners will also, perhaps, involve consideration of disposition of the properties on the Kansas side. Also, the large single ownerships on the Kansas side represent potential redevelopment sites within the CID not located within the Missouri portion. Thus, any redevelopment strategy for the Missouri portion of the CID would need to acknowledge the potential redevelopment of these available sites in the Kansas portion of the CID.

Also, noted by "C" on the map are major parcels with single, private ownerships on the Missouri side of the State Line which are not related, necessarily, to parcels on the Kansas side of the State Line. Upon inspection of the map, it is obvious that there are several opportunities for land assembly which would involve a minimum number of separate land ownerships. Thus, the distribution and location of these parcels becomes a key consideration in the development of an overall economic development strategy for the Central Industrial District. In follow-up to this, adjacent parcels with single private ownerships, not quite the size of the major parcels previously indicated are also located on the map. These two factors do indicate a current statement of land assembly activities by land owners in the CID.

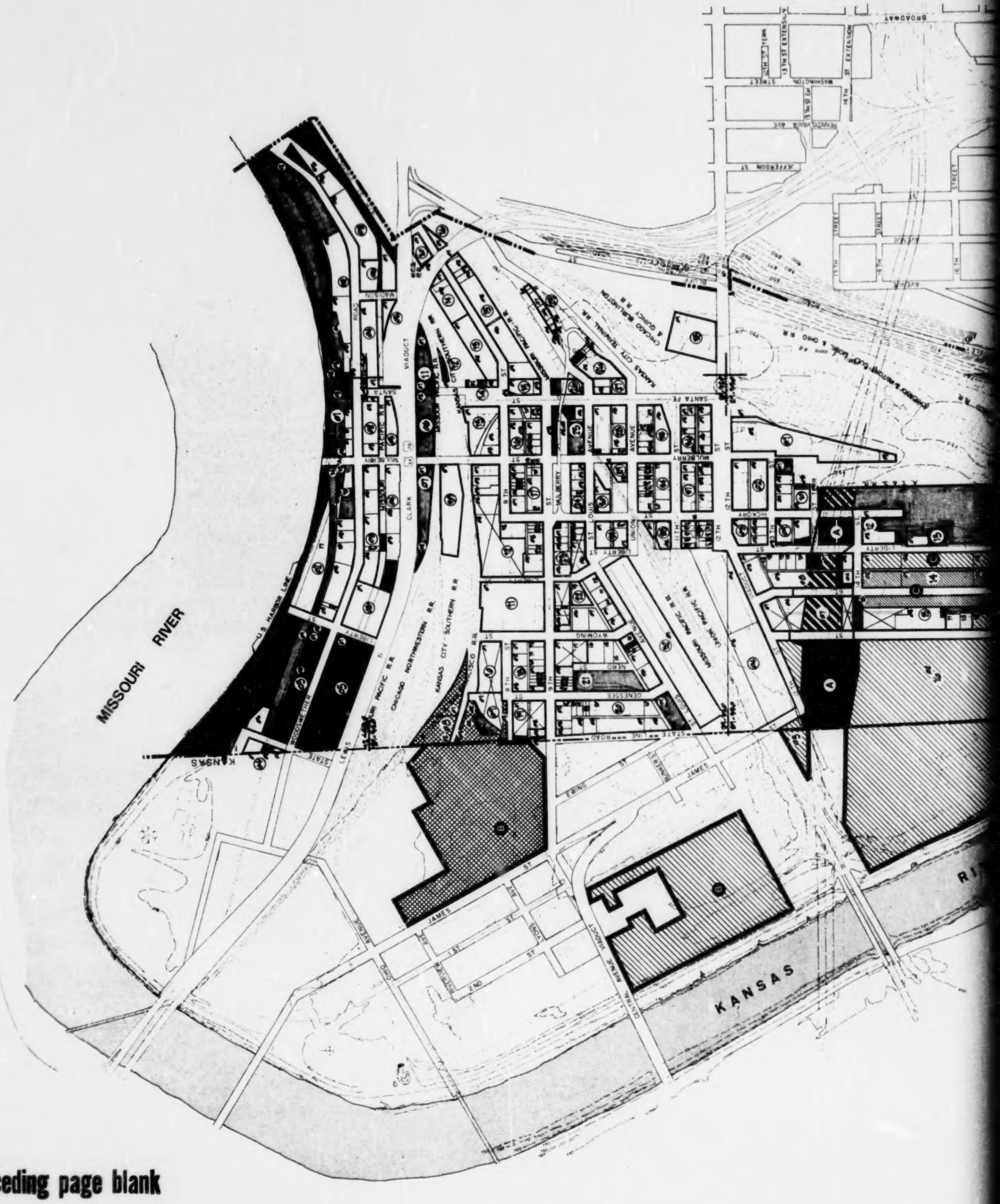
It is obvious from inspection of Map 5: Property Ownership, that land ownership patterns within the Central Industrial District tend to be highly diverse with many small, single ownerships of parcels. Relatively little private assembly of land has been attempted, with the Kansas City Stockyards properties and the Faultless Starch Company properties being the primary exceptions. It would appear, as a result, that any anticipated redevelopment project would, in all probability, involve a consideration for land assembly from several individual private owners. The strategic assembly of land for redevelopment purposes will undoubtedly be, therefore, a key factor in the success of any proposed redevelopment projects in the Central Industrial District.

A significant degree of public and private land assembly is present in the extreme north sector of the CID, north of the Interstate Highway 70 right-of-way. This assembly has been primarily by the City of Kansas City, Missouri, the State of Missouri and several railway companies. Adjacent to these properties, however, are other significantly large private ownerships which could be combined, if it is deemed appropriate and feasible. South of Interstate Highway 70 and north of the 12th Street Viaduct, land ownership patterns tend to be highly complex. Redevelopment in this area will necessitate, it appears, acquisition of several parcels from individual private owners. There appears to be little opportunity to combine single large private ownerships with railway and/or private property. In the I-670 corridor and further south of the 12th Street Viaduct, there appears to be the greatest degree of significant land assembly activity. Properties currently owned by the Kansas City Stockyards Company, for example, as well as major private land owners in this immediate area, make it potentially possible to combine the acquisition of larger parcels for a significantly sized redevelopment project. Finally, south of the 23rd Street Viaduct, the subdivision of property is on a relatively large parcel ownership basis. Thus, apparent land assembly problems in this fourth area would appear to be initially minimized.

Finally, in reference to Map 5: Property Ownership, the unusually large percentage of land in the Central Industrial District which is currently devoted to railroad rights-of-way and street rights-of-way would be noted. Where functionally feasible, these land areas do represent potential portions of redevelopment sites if specific rights-of-way may be reclaimed for other land use purposes. Certainly one of the considerations for full study within this project will be the potential redevelopment of right-of-way segments which do not currently function sufficiently nor have a long-range use for traffic circulation. Currently, several segments of right-of-way within the CID are not paved as streets or utilized as railroad rights-of-way. These segments of land may be carefully incorporated into redevelopment projects, if appropriately planned and developed.

Further Utilization of Property Ownership Analysis

The further use of the Property Ownership Map and related Jackson County Tax System data will be in selecting Phase One Redevelopment Projects based in part upon the projected economics of land assembly. This most certainly is one of the more critical factors in selecting Phase One Redevelopment Areas, and in planning for potential redevelopment strategies within the Central Industrial District.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BLUFF
SANTA FE
MULBERRY ST
HICKORY
LIBERTY ST
UNION AVENUE
WYOMING
GENESSEE
CLARK
VIADUCT
WOODSWETHER
LEWIS
EWING ST
JAMES ST
OHIO AVENUE
CENTRAL AVENUE VIADUCT
MISSOURI PACIFIC R.R.
CHICAGO NORTHWESTERN R.R.
KANSAS CITY SOUTHERN R.R.
CHICAGO BURLINGTON & QUINCY R.R.
KANSAS CITY TERMINAL R.R.
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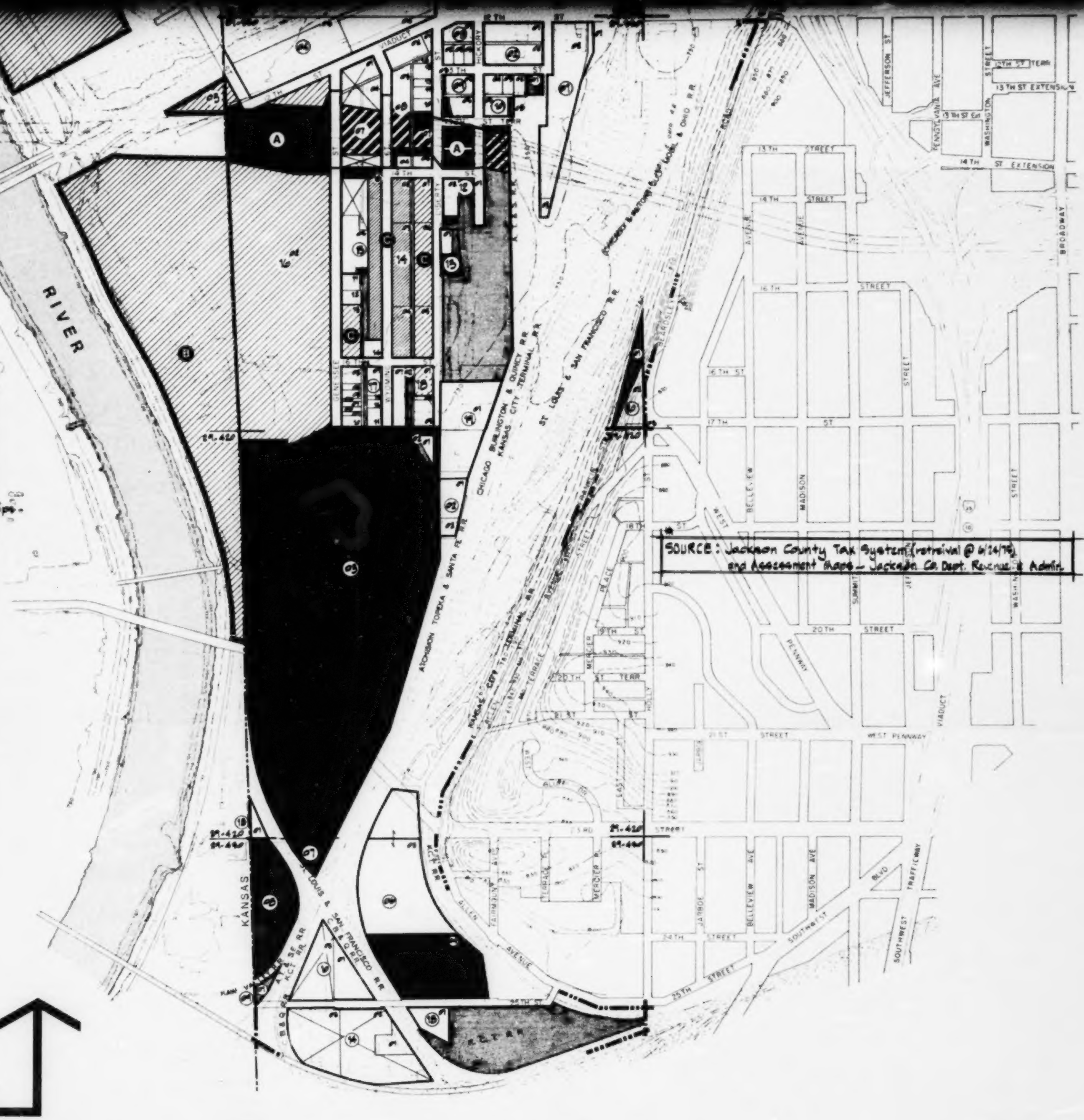
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CHICAGO BURLINGTON & QUINCY RR
KANSAS CITY TERMINAL RR
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ST LOUIS & SAN FRANCISCO RR
ACT RR
ALLEN AVENUE
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JEFFERSON ST
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SUMMIT
20TH STREET
PENNWAY
21ST STREET
WEST PENNWAY
VIADUCT
WEST
STREET
29-420
29-440
0 200 400 800 1200 1600

SOURCE: Jackson County Tax System (retrieval @ 6/24/75) and Assessment Maps - Jackson Co. Dept. Revenue & Admin.

SYMBOL	DATA ELEMENT
3	Block Number*
1	Parcel Number*
■	Public Property (KCMo or State)
Ⓐ	I-670 R/W Acquired by State of Mo
▨	I-670 R/W-in negotiation (8/22/75)
▩	Railway Property-not used as R/W
B B C	Major Parcels w/ Single, Private Ownerships
☒	Adjacent Parcels w/ " " "
	Other Private Property & Street R/W

ECONOMIC DEVELOPMENT PLAN
FOR THE
KANSAS CITY, MISSOURI
CENTRAL
INDUSTRIAL DISTRICT

The City of Kansas City, Missouri
City Development Department

The Central Industrial District Association

The Oblinger-Smith Corporation
Consultants
Planning, Design and Development
Kansas City, Wichita, Denver, Dallas

Gladstone Associates
Economic Marketing Consultants
Washington, D.C.

The Tuttle-Ayers-Woodward Company
Engineering Consultants
Kansas City, Missouri

The preparation of this map was financed through a Technical Assistance Grant from the U.S. Department of Commerce under the provisions of Title III, Section 301(e), of the Public Works and Economic Development Act of 1965.

October 1975

Property Ownership

5

ANALYSIS OF TRAFFIC FLOW AND CONFLICTS

Introduction

This section of the study report deals with a comprehensive analysis of historic and current trends in regional and local traffic in and adjacent to the Central Industrial District. The primary objective of this work task is to construct criteria through which appropriate transportation planning and traffic engineering considerations may be given to redevelopment planning within the Kansas City, Missouri portion of the CID. Of principal concern here is the question of continued adequacy of the existing street system within the CID as well as the apparent need for improving the rail and street intersection conflict problems through the District. The following discussion relates this information and analysis in a manner which will help present a clear understanding of traffic planning criteria necessary for a comprehensive analysis of the Central Industrial District.

Analysis of Current Trends in Regional Traffic Flow

As a first step in this section of the analysis, information provided by the Kansas City, Missouri Transportation Department and the Missouri State Highway Department was compiled and analyzed in order to arrive at a general understanding of recent trends in regional traffic flow and their relative impacts upon local major arterials within and adjacent to the Central Industrial District. Basic to this preliminary analysis were the following sources of information:

- A Traffic Flow Map for the City of Kansas City, Missouri prepared by the Transportation Department of the City of Kansas City, Missouri in 1969. This map summarized, in graphic form, average daily two-way, 24-hour traffic volumes (ADT) for street segments throughout the entirety of Kansas City, Missouri.

- A Central Business District Traffic Flow Map for the City of Kansas City, Missouri's CBD, prepared by the Transportation Department of Kansas City, Missouri in 1972. As in the previous traffic flow map for the entire City of Kansas City, Missouri, this map also summarized 24-hour average daily two-way traffic volumes.

- 1974 and 1971 Traffic Maps of Kansas City, Missouri and Vicinity, prepared by the Missouri State Highway Department, Division of Planning. These traffic flow maps represented estimated average daily two-way traffic volumes excluding weekends and holidays.

- A Traffic Flow Map of the Central Industrial District, Kansas City, Missouri, prepared by the Kansas City, Missouri Department of Public Works, Traffic Engineering Division, in October of 1945. This map is of some interest in that it provides an historic base from which to analyze current and recent traffic flow trends and, through which to arrive at some understanding of historic shifts in traffic loading on

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street segments within the CID which have occurred over the past 30 years. In contrast to the above maps, however, this traffic flow map summarized eight-hour vehicle volume during the hours of 6:30 a.m. to 10:30 a.m. and from 2:30 p.m. to 6:30 p.m. However, the information presented on this map may be used with some degree of usefulness in comparison to the more recent 24-hour counts by expanding the historic eight-hour counts to 24-hour counts using some basic traffic planning assumptions which may be applied to industrial districts in general and to the CID specifically, based upon more recent traffic counts on an eight-hour as well as a 24-hour basis.

In comparing the data generated from these various base maps, one must be careful to maintain or make adjustments for a consistency in the comparison of traffic flow information among and between different sources of information and differing techniques for collecting and presenting the data. With the obvious shortcomings in mind, we summarize here general conclusions which may be drawn with the understanding that precise statistical analysis is not possible due to the differing sources of information, potential differences in levels of accuracy and probable differences in data collection techniques and reporting procedures.

With the previous discussion as an introduction, it may be very generally noted that regional and major thoroughfare traffic in and around the Central Industrial District appears to be stabilizing through recent years, and, in fact, may be decreasing somewhat on certain segments of the regional transportation network. For example, the Interstate Highway 70 segment which runs east and west through the northern end of the CID showed an estimated 24-hour volume of 100,000 vehicles in 1969, according to the Kansas City, Missouri Transportation Department. By 1972, the Kansas City, Missouri Transportation Department had revised this estimate to 77,700 vehicles. The State of Missouri's Highway Department, Division of Planning, on the other hand, estimated the average daily two-way traffic volume for this segment at 79,930 in 1971 and at 69,050 in 1974. Also, the segment of Interstate Highway 70 immediately east of the Central Industrial District and directly north of the Kansas City, Missouri CBD was estimated by the State of Missouri to carry 70,720 vehicles per day in 1971 and 61,100 vehicles per day in 1974. In both cases, both the City of Kansas City, Missouri and the State of Missouri present a factor of total traffic volume decrease on Interstate 70 both as it passes through the Kansas City, Missouri CBD and through the Kansas City, Missouri Central Industrial District. For traffic analysis purposes within this report, the State of Missouri traffic flow estimates on Interstate Highway 70 will be utilized. In any event, it is concluded at this point within the study that the total traffic flow on Interstate Highway 70 as it passes through the CID has, in fact, stabilized through the recent years and, apparently, has declined somewhat.

On the Interstate Highway segment of combined I-29 and I-35 which forms the western portion of the "Inner Loop" around the Kansas City, Missouri CBD, and which lies immediately adjacent to the eastern boundary of the CID, the City of Kansas City, Missouri Transportation Department estimated only 18,100 vehicles per day on this segment in 1972. In 1974, the Missouri State Highway Department estimated 44,290 vehicles on this segment, essentially twice the estimate made in 1972 by the City. Further south, as this highway segment becomes Interstate Highway 35, known as the Southwest Trafficway, the State of

Missouri estimated a total 24-hour traffic volume of 36,340 vehicles per day in 1971, which was increased to an estimated 42,730 vehicles per day in 1974. The City estimated this segment of highway at 41,000 vehicles per day in 1969. Thus, this segment of the regional transportation network would appear to be expanding somewhat in its average daily traffic flow.

One significant discrepancy between the data provided by the City of Kansas City, Missouri and the Missouri State Highway Department, relative to recent trends in regional traffic flow, appears to be related to traffic estimates for Southwest Boulevard. For example, the City of Kansas City, Missouri estimated 30,000 vehicles per day on Southwest Boulevard in 1969. The State of Missouri, on the other hand, estimated only 10,630 vehicles on Southwest Boulevard in 1971 and 10,300 vehicles per day in 1974. Again, for the purposes of this analysis, the estimates provided by the Missouri State Highway Department have been utilized for preliminary planning purposes.

Relative to regional impacts upon the street network and related traffic volumes in the Central Industrial District, it may also be shown that traffic volumes appear to be relatively stabilized within the CID in recent years. For example, the City of Kansas City, Missouri estimated 18,000 vehicles per day on the 12th Street Viaduct in 1969. The State of Missouri, on the other hand, estimated a reduced total of 15,350 vehicles per day on approximately the same segment of 12th Street in 1974. On the 23rd Street Viaduct, the State of Missouri estimated 8,870 vehicles per day in 1971 and 8,510 vehicles per day in 1974. This appears to be relatively close to the volume estimated by the Transportation Department of the City of Kansas City, Missouri in 1969 for the 23rd Street Viaduct, although no specific numbers are noted on the Traffic Flow Map prepared by the City.

In addition to the above summarized observation, the Traffic Flow Map of the Kansas City, Missouri CID, prepared by the City of Kansas City, Missouri in 1945, was reviewed in comparison to current and recent estimates of traffic flow in and adjacent to the Central Industrial District. From this analysis, it appears that traffic flows within the CID generally tend to approximate similar vehicle volumes that were estimated 30 years ago. This comparison was made by expanding the eight-hour volumes established in 1945 to 24-hour volumes by assuming a similar percentage relationship between eight-hour and 24-hour volumes both in current traffic patterns as well as in 1945. These expansion factors were derived from recent traffic counts made in the CID by the City of Kansas City, Missouri.

Analysis of Projected Regional Traffic Flow

In comparison to recent estimated trends in regional traffic flow in and adjacent to the CID, regional traffic projections made available by the Mid-America Regional Council are presented in this section of the report. These projections have been coordinated with projections made by the Missouri State Highway Department for the proposed Interstate 670 project. All projections presented in this section of the report assume the completion of I-670.

Projections of traffic in the year 2000 as obtained from MARC show a continued stabilization of total traffic flow in and adjacent to the CID, and a redistribution of this traffic upon completion of the I-670 project. For example, the MARC projections show a projected ADT of 62,600 vehicles per day on I-70 through the northern portion of the CID, or somewhat of a decrease from current traffic volume estimates. On the 12th Street Viaduct, the MARC projections show 7,800 vehicles per day, again a significant decrease from current traffic estimates. On the other hand, the projected traffic flow of 7,000 vehicles per day on the 23rd Street Viaduct, west of the Wyoming-Genessee one-way pair, and 11,600 vehicles per day between the Kemper Arena and I-35 correspond favorably with current traffic estimates.

The proposed Interstate 670 segment shows a projected traffic flow of 78,700 vehicles per day between the Central Business District and the Wyoming-Genessee one-way pair. Further west of this location, projections show 73,300 vehicles per day between the Missouri CID and Kansas City, Kansas. This closely corresponds to data provided by the Missouri State Highway Department. The Missouri Highway Department, further, has made interchange traffic volume projections for the interchange located within the CID at the Genessee-Wyoming one-way street pair.

Status of the Proposed Interstate 670 Project

In discussions with the Missouri State Highway Department, it was learned that much of the land acquisition for the I-670 project on the Missouri side has been completed. Currently, the State of Missouri is negotiating with three major land holders in the I-670 right-of-way, all three of whom are located within the Central Industrial District.

Missouri and Kansas State Highway Department officials did not give any estimated construction scheduling for the I-670 project, given current funding status of interstate highway projects in general, and the fact that the I-670 link was not an original segment of the Interstate Highway System. There has been some controversy in Congress relative to whether the initially authorized Interstate Highway System should be completed before additional links, such as I-670, are constructed. Neither Kansas nor Missouri officials would advance any estimate of potential scheduling of I-670 construction.

It is the judgment of this analysis that current planning within the Central Industrial District should proceed in a manner to accommodate the future development of the Interstate 670 project. On the other hand, however, there appears to be no intelligent rationale for establishing a planning target date for I-670 construction. Therefore, the overall economic development plan for the Kansas City, Missouri CID should recognize the potential benefits of the I-670 project, but, on the other hand, should also seek to develop solutions and strategies which may be implemented prior to the I-670 construction and, further, which will later tie into that project in a successful manner at such time that it is actually developed.

Potential Rapid Transit Planning Considerations

In November, 1974, an interim report was published, a Rapid Transit Planning Study for the Kansas City Metropolitan Region. This study was sponsored under the cooperative auspices of the Kansas City Area Transportation Authority, the Missouri Highway Department, the Kansas Highway Department, and under the leadership of the Mid-America Regional Council. The provisional system recommended as a result of this study would be a system of express bus routes to be supplemented by local and feeder bus routes. This plan was considered "provisional" until appropriate public input and review had been obtained. Within this provisional plan, the Central Industrial District would be served by express bus routes along Interstate Highway 70 and the proposed Interstate Highway 670. Local and feeder bus routes would enter the CID along the Central Avenue Viaduct from Kansas City, Kansas, would travel along 9th Street, and, apparently, the Mulberry Viaduct into Downtown Kansas City. Also, a local and feeder bus route is proposed for the 23rd Street Viaduct. In all cases, the proposal, as it affects the Central Industrial District, is apparently to utilize normal street and highway segments, without any addition of separate busways and reserved bus lanes.

As an alternative to the express and local bus system, some consideration is still being given to a fixed guideway and bus system. Within this alternative, a fixed guideway would be developed south along the I-35 corridor and would approach the CID from the south with a planned fixed guideway station at the approximate location of the Kemper Arena. This would then continue on north and east to the Central Business District, following the general alignment of the Missouri-Pacific and Union-Pacific Railroad right-of-way paralleling the 12th Street Viaduct. In addition to this, another fixed guideway system would approach along the right-of-way of Interstate Highway 70 from Kansas City, Kansas but would more specifically follow the Chicago-Northwestern and Kansas City Southern railroad rights-of-way south of I-70, again terminating in the Kansas City, Missouri CID. There would be no additional fixed guideway station on this line. To supplement this system of fixed guideway mass transit, a local and feeder bus route system would apparently occur along Interstate Highway 70, the Central Avenue Viaduct, 9th Street and the Mulberry Viaduct as well as 23rd Street Viaduct.

With cost considerations as currently presented in the rapid transit planning studies, this study will plan for the primary contingency of an express and local bus transit system.

Graphic Analysis of Existing Traffic Flow and Conflicts

On Map 6: Traffic Flow and Conflicts, existing vehicular flows have been graphically illustrated. Local traffic flow, the average weekday 24-hour estimated traffic flow, has been indicated in the solid black bands. The width of the band is related to a vehicular graphic scale as indicated in the legend on Map 6. The relative width of band responses to existing estimated traffic loads. Also, the estimated regional traffic flows, along Interstate 70 and Interstate 35, are indicated in a lighter grey band which is superimposed upon the local traffic flow.

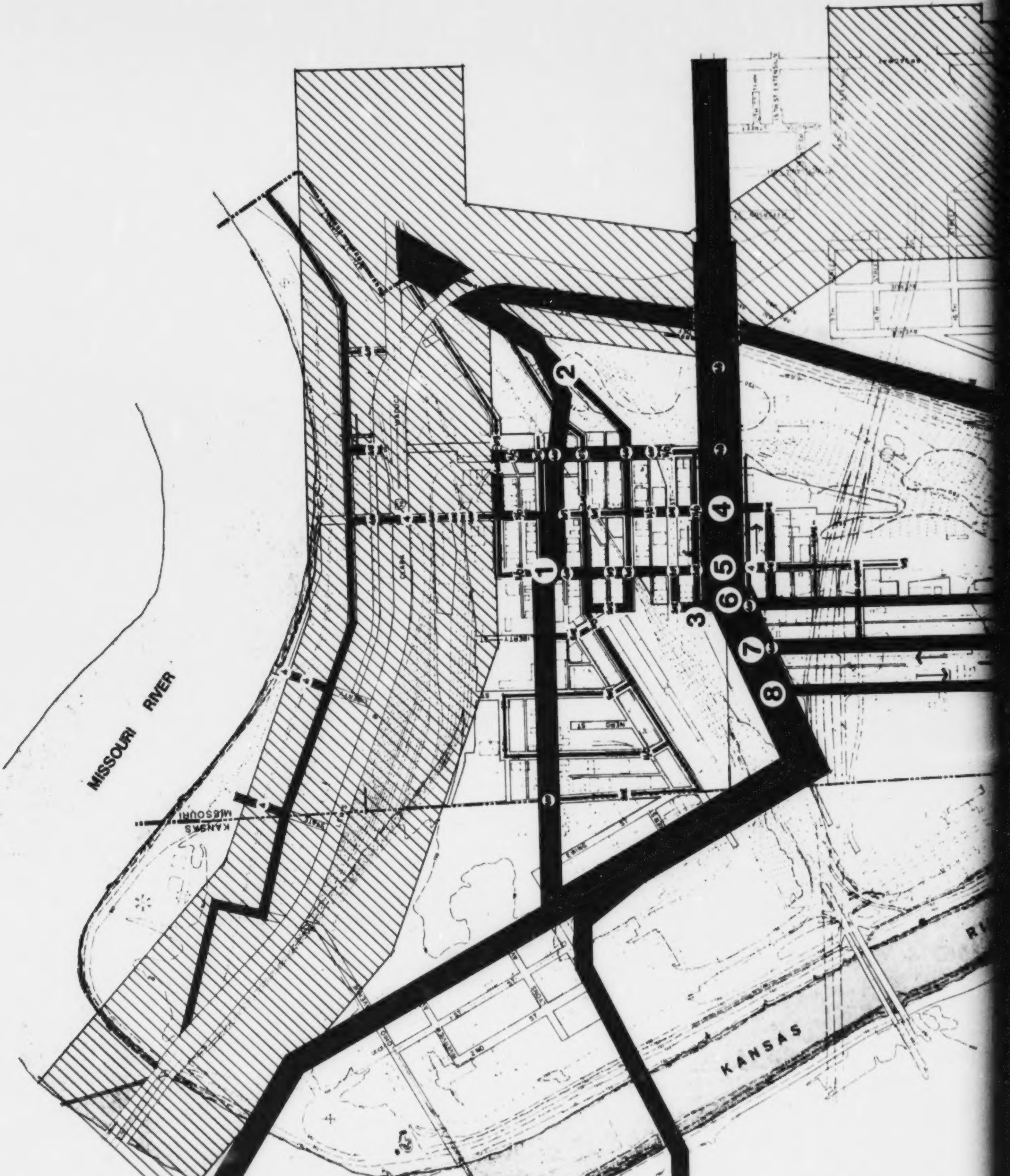
From the map, it is obvious that the main approaches of local traffic into the Central Industrial District are upon the 12th Street and 23rd Street Viaducts. Also, however, 9th Street and the Mulberry Viaduct serve as a secondary access corridor within the CID. All of these are basically east-west circulation corridors. The major north-south linkage, south of the 12th Street Viaduct, is the Genessee-Wyoming one-way pair system. This system ties the 12th Street Viaduct to the loop system around the Kemper Arena, which intersects with the 23rd Street Viaduct. North of the 12th Street Viaduct, the traffic pattern is much more complex among the north-south and east-west street systems up to 9th Street. Thus, there appears to be the lack of a clear circulation system between 9th Street and the 12th Street Viaduct, a factor which will be analyzed and dealt with in a later section of this study. North of 9th Street, to Woodswether Road, the only north-south linkage is along Mulberry Street. For example, Mulberry Street is the only linkage which passes underneath the Interstate 70 right-of-way, tying the northern extremity of the CID to the remainder of the District. Woodswether Road provides local east-west access in this area.

At present, the only interchange connection to the regional traffic system is located at 12th Street and I-35. When completed, Interstate 670 will have an interchange which ties into the Genessee-Wyoming one-way pair, directly south of the 12th Street Viaduct and in the center of the Central Industrial District. At present, however, the CID is not particularly well situated in terms of direct interchange points along Interstate Highways. On the other hand, it is highly visible from the Interstate as regional traffic passes along the elevated system.

Also indicated on Map 6 are a series of rail crossing Hazard Rankings at intersection points of streets and railroad lines. These Hazard Rankings were developed in a Railroad Crossing Study prepared by the Kansas City, Missouri Transportation Department and published in July, 1972. The Hazard Rankings are sensitive to total vehicular volumes, railroad traffic volumes, site distance characteristics and other existing geometric and signage characteristics of rail and street intersections. The highest Hazard Ranking shown on the map is a ranking of 400. This indicates the most hazardous intersection classification within Kansas City, Missouri. Hazard Rankings then scale on down to a low ranking of four. Railroad crossings which were located in field checks in this specific study, for which no data is available in the Railroad Crossing Study, are indicated N/D on the map. Also, grade separations are indicated on the map.

In looking at the mapping of railroad crossings and their related Hazard Rankings, it appears that the consolidation of rail and street intersections is a potential redevelopment need worthy of further investigation. This is of particular importance between 9th Street and the 12th Street Viaduct. Also, the Mulberry Street corridor, which is the only north-south linkage between Woodswether Road continuous to the 12th Street Viaduct, is most frequently interrupted by rail crossings. Some combination of street rerouting and/or rail crossing relocation/separation must be investigated in the specific design phase of this project. Also worthy of primary consideration are the railroad crossings south of the 12th Street Viaduct, most importantly those directly adjacent to the exits from the 12th Street Viaduct on Wyoming and Liberty Streets. *From this analysis, it must be concluded that one of the key elements of the redevelopment strategy for the CID will be the consideration of more efficient* *separation of rail, automobile, and truck traffic. This factor appears to be of equal importance to the separation of sanitary and storm sewage relative to the future potential development of the CID, as discussed in later sections of this report.*

Finally, on Map 6, street intersections warranting a further geometric design evaluation and possible improvement program are noted in large numbers. These intersections should be further investigated in the design phase of this particular study in order to study possible improvements in their geometric design and/or traffic signalization. Intersections "1" and "2" indicate potential problem areas on the Mulberry Viaduct. Intersection "3" actually refers to the total movement on Liberty Street, north of the 12th Street Viaduct as a result of the one-way west system along the Frontage Road directly north of the 12th Street Viaduct. Traffic approaching from the east on the 12th Street Viaduct must turn right on Liberty Street and circle along a narrow paved right-of-way back to Hickory Street to go north. This is a rather confusing and difficult maneuver. Intersections "4," "5," "6," "7" and "8" refer to improvements which could be analyzed for tying into the 12th Street Viaduct. All of these address the need to make a more definite tie and clearly defined transportation network connecting the area north of the 12th Street Viaduct to the area south of the 12th Street Viaduct. These intersections will be investigated in direct relationship to the intersection noted as "3." Further, the intersection noted as "9" relates to an evaluation of traffic flow in this area once the traffic system serving the Kemper Arena is completed. The function of Liberty Street in this area must be re-evaluated in terms of specific design and planning considerations. Finally, intersection "10" refers to the site distance problem along Allen Road at the point of the railroad overpass. This intersection must be evaluated in the light of any possible future plans for developing this access roadway system to industrial users in the southern extremity of the CID and, further, as a possible secondary route to the Kemper Arena and the American Royal.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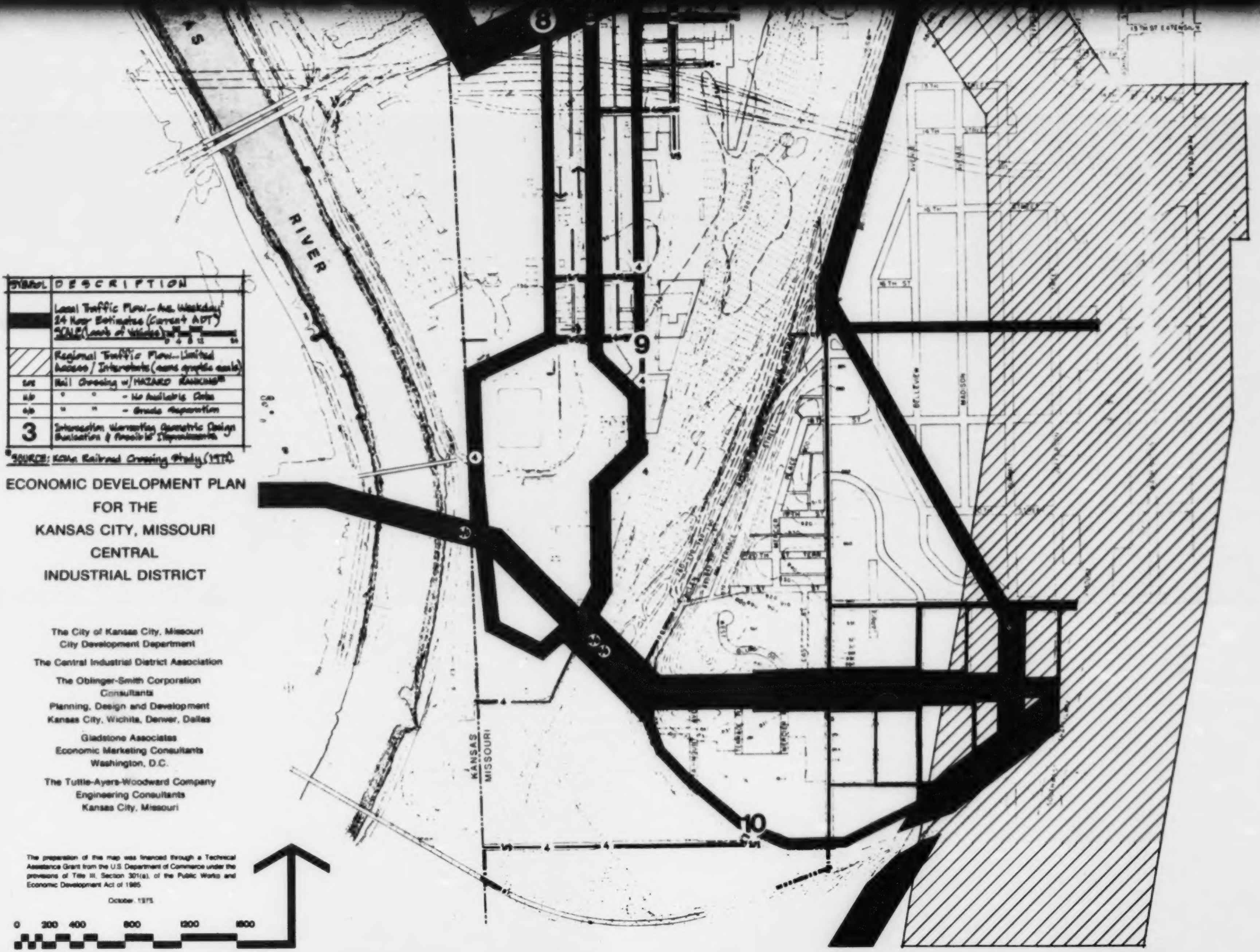

SYMBOL	DESCRIPTION
▬	Local Traffic Flow – Av. Weekday 24 Hour Estimates (Current ADT) SCALE (1000's of Vehicles): 0 4 8 12 24
▨	Regional Traffic Flow – Limited Access / Interstate (same graphic scale)
[illegible]	Rail Crossing w/ HAZARD RANKING*
[illegible]	" " – No Available Data
[illegible]	" " – Grade Separation
3	Intersection Warranting Geometric Design Evaluation & Possible Improvements

*SOURCE: KCMo Railroad Crossing Study (1972)

ECONOMIC DEVELOPMENT PLAN
FOR THE
KANSAS CITY, MISSOURI
CENTRAL
INDUSTRIAL DISTRICT

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Kansas City, Missouri

The preparation of the map was financed through a Technical Assistance Grant from the U.S. Department of Commerce under the provisions of Title III, Section 301(a), of the Public Works and Economic Development Act of 1965.

October, 1975

Traffic Flow & Conflicts 6

Methodology for Constructing Current Estimated Traffic Flows

In order to help develop the estimated traffic flow analysis and related map, as illustrated on Map 6: Traffic Flow and Conflicts, the City of Kansas City, Missouri Transportation Department provided Automatic Traffic Count Recapitulation Sheets for all street segment traffic counts recently taken within and adjacent to the CID. These segment counts were taken on a 24-hour basis, with hourly summaries. All of these counts were taken between the years 1971 and 1974, and represent a source of reliable information for estimating peak hour and six- and eight-hour traffic counts on specific street segments. In addition to the street segment counts, the Kansas City, Missouri Transportation Department provided Vehicle Volume Analyses at intersections within and adjacent to the CID. These intersection analyses graphically plotted directional traffic volumes and turning movements on a six-hour basis from 6:00 a.m. to 9:00 a.m. and from 3:00 p.m. to 6:00 p.m. These analyses were completed in the years 1973 through 1974, and thus represent an additional source of good information for traffic analysis purposes. Both the street segment data and the intersection analyses, in addition to being useful in constructing an estimated traffic flow map, will be useful in later design phases of this project in attempting to resolve specific conflict points at intersections and street segments within delineated Phase One project areas.

In addition to this data provided by the City of Kansas City, Missouri, the Missouri State Highway Department provided Traffic Count Summaries for specific street segments within and adjacent to the CID. These traffic count summaries were 24-hour counts, directional, and noted peak hour counts, peak day of the week, peak month of the year and the year the counts were taken. This source was used as a means to supplement counts provided by the City of Kansas City, Missouri, as well as a means to cross check traffic counts provided by the City.

In addition to the above data, the Transportation Department of the City of Kansas City, Missouri made available the previously mentioned railroad crossing study conducted by the city in 1972, and published in July of that year. The details of this study, to be summarized in the next section of this report, included the provision for making 24-hour vehicle volume estimates at intersection points of street segments and railroads throughout the City of Kansas City, Missouri. Since there are numerous railroad crossings in the Central Industrial District, this became an additional source of vehicle volume estimates within the CID.

Once all of the above summarized information had been tabulated and plotted on maps, it was possible to begin constructing a traffic flow map. The traffic flow map was developed on a 24-hour basis in which the six-hour intersection analyses were expanded to 24-hour estimates, using a proportioning technique made possible by the street segment counts being done on a 24-hour basis with hourly intervals. By expanding the intersection analyses using the proportioning technique, it was possible to correlate all sources of data on a 24-hour vehicle volume basis. Utilizing the above summarized methodology, the estimated volumes of local and regional traffic within and adjacent to the Kansas City, Missouri CID were graphically portrayed on Map 6: Traffic Flow and Conflicts. This map represents estimated 24-hour volumes, not considering the unusual peaking characteristics to be created by events at the Kemper Arena.

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At this point, the concern is with developing an understanding of traffic flow within the CID during "normal" operating conditions within the industrial district. Based upon the information available, it is judged that Map 6 presents a visual summary of data which is useful in projecting capacity requirements for street segments within the CID. Thus, the output of this map will allow generalized capacity analyses of specific street segments and intersections for the purposes of overall traffic and transportation network planning in the Central Industrial District, as well as for more detailed intersection and street segment analysis within identified Phase One project areas. Further, estimates may be made of peak hour counts and design hour volumes as well as direction of flow at peak hour. These estimates will be, as previously discussed, expanded from the data made available by the City of Kansas City, Missouri Transportation Department. In this manner, appropriate strategies for improving the overall traffic carrying network within the CID may be made as well as specific recommendations within identified Phase One project areas.

Analysis of Existing Traffic Counts

The major source of information for analyzing traffic conflicts within the CID was the Railroad Crossing Study prepared by the Transportation Department of the City of Kansas City, Missouri and published in July, 1972. This study attempted to survey all active railroad crossings within the City of Kansas City, Missouri, to observe and document operational characteristics and design geometrics at these crossings, and to develop a plan with priorities in improving the protection and/or crossings where warranted. Information was gathered from data supplied by railroad companies and by field trips by City staff members. Accident records at crossings were collected and compiled over a three-year period from records kept by the Kansas City, Missouri Department of Transportation. Various railroad companies provided data relative to train speeds and volumes. Twenty-four hour vehicle counts were made at all active ongrade railroad crossings by Kansas City, Missouri staff members using automatic mechanical counters.

Upon collection and analysis of the data, a Hazard Index Formula was developed in order to rank all railroad crossings in the City as a means to arrive at priorities for improving such intersections on a systematic and cost effective basis. The derivation of this formula is not discussed within this report, but, on the other hand, the total Hazard Ranking of each railroad crossing in the CID is indicated on Map 6 as a reflection of the City of Kansas City, Missouri's analysis of relative hazards at railroad crossings within the CID. The maximum number of hazard points at any one intersection is 400. Upon inspection of Map 6, it will be noted that several such intersections currently exist within the Central Industrial District.

It should be the intent of any proposed redevelopment strategy within the CID to integrate redevelopment proposals with alternative solutions to improving the railroad crossing hazard situation within the CID. For example, this effort could be coordinated with a street improvements program and/or utilities program in which certain street segments were to be reconstructed. The railroad crossings could be addressed as an integral part of this effort. Further, given the railroad crossing analysis of each crossing point, 24-hour train volumes, specific vehicle volumes and intersection geometric data may be summarized for later design phases within this study. The 24-hour train volume data, for example, will be useful in designing specific recommendations for spur line relocation and consolidation in combination with crossing improvements. Also, this data will be useful in establishing some guidelines for improved management of railway traffic through the CID in order to minimize problems of conflict at railroad intersections where train traffic tends to block street segments for extended periods of time, causing unnecessary and unwarranted delays in automobile and truck traffic.

Thus, the usefulness of this study, and its further analysis, will be both in the area of recommending specific physical improvements as well as in establishing guidelines for management policies relating to railroad traffic controls. In the case of the latter, railroad companies with lines in the CID should be requested to avoid boxcars waiting at crossings, either completely blocking an intersection with the street or at any time blocking the view of vehicles intending to cross the location. This appears to be a rather significant problem within the CID, both from responses of existing employers in the area as well as from those who have left the area within the past five years. It appears that the correction of this problem is critical to any future redevelopment in the Central Industrial District, with particular reference to the area north of the 12th Street Viaduct. Further, as an output of this study, the City of Kansas City, Missouri should be once more encouraged to request the respective railroad companies to install railroad crossbuck signs as soon as possible according to the Manual on Uniform Traffic Control Devices, at locations within the CID which are currently inadequately protected.

ANALYSIS OF SEWER SYSTEMS AND FLOODING CHARACTERISTICS

Introduction

On Map 7: Sewer Systems, basic information relative to an analysis of existing and proposed sewer systems as well as existing flooding characteristics in the Missouri portion of the Central Industrial District are summarized. On this map, the existing storm, sanitary and combination storm and sanitary sewers are indicated graphically. This system is shown for both the Kansas and Missouri portions of the CID since the systems are so closely interrelated. Line sizes are indicated on the map, as well as the general locations of manholes and storm sewer outlets.

Redevelopment Alternatives for Sewer Systems Improvements

Overlaid on the Map of Existing Sewer Lines are a series of proposed redevelopment areas which coincide with potential Phase One sewer system improvements. In order to discuss these potential redevelopment areas, it should first be noted that these areas have been delineated with several alternatives considered for the future handling of storm sewer improvements. Key to these alternative assumptions is the improvement of the Santa Fe Pump Station indicated as "A" at the north end of the Missouri CID on the map. The improvements anticipated to the Santa Fe Pumping Station are essentially as those outlined in the Preliminary Study for Central Industrial District Sewers, completed for the Department of Public Works of the City of Kansas City, Missouri by Shafer, Kline and Warren, Engineers, in 1972. The improvements to this pumping station are warranted if necessary improvements are made on a systematic and phased basis throughout the Central Industrial District to separate storm and sanitary sewers. One of the current problems in the CID is the common existence of combination sewers which, during high intensity rainfall periods, tend to be inadequate to carry both storm and sanitary sewage loads, causing a backup of sewage into specific buildings within the CID. Thus, as an initial step in the sewer systems improvements is the expansion of the capacity of the Santa Fe Pumping Station.

Secondly, and directly related to this, is the necessary provision of a sanitary sewer trunk line, indicated "a" on the map. This trunk line would follow Mulberry Street from the north to south down to 13th Street. The combined project of Santa Fe Pumping Station improvements and Mulberry Street storm sewer trunk line would constitute an effective means to initiate redevelopment throughout the Central Industrial District. It must be emphasized that this project is undoubtedly key to the success of the entire redevelopment project. By implementing this project, the project area indicated "2a" on Map 4 would be opened up for redevelopment, given an adequate system of storm and sanitary sewerage improvements.

Once this initial project has been implemented, then area "2b" could be opened up for redevelopment by connecting storm sewer improvements outlined in the Preliminary Study for Central Industrial District Sewers to trunk line "a." This could possibly be done on a benefit district basis. On the other hand, area "2b" could also be served by completely separating its storm drainage system and connecting it to a new storm sewer pumping station, indicated as "B" on the map. This would require a policy decision by the City of Kansas City, Missouri, and the City of Kansas City, Kansas, to allow storm drainage from Kansas City, Missouri to be transported to a new storm sewer pumping station on the Kansas side. In later sections of this analysis, the costs and benefits of storm sewer system alternatives will be presented in order to best assess the redevelopment strategy necessary for developing area "2b" in the most beneficial manner. By utilizing a new pumping station, and completely separating the systems noted in "2a" and "2b," the size of line "a" may be reduced since it will essentially serve only those areas north of the proposed I-670 right-of-way. Conversely, those areas south of the proposed I-670 right-of-way would then be served by the Kemper Arena Pumping Station and the new pumping station. This would create three storm drainage systems as opposed to the previously planned two systems. If the new pumping station, noted as "B" on the map, is utilized, then it will be necessary to build line "c" as a second storm sewer trunk line, somewhat offsetting the cost savings realized in the reduction of the size and capacity of trunk line "a."

Also indicated on Map 4 are four potential redevelopment areas which could proceed as Phase One redevelopment areas, within the overall strategy outlined in the paragraphs above, but previous to any significant storm drainage capital improvements by the City of Kansas City, Missouri and/or benefit districts. These areas are indicated as "1a," "1b," "1c" and "1d" on the map. Areas "1a" and "1b," located north of the existing Interstate 70 right-of-way and adjacent to the Missouri River, are currently well protected from flooding as delineated in a Flood Plain Study for Turkey Creek in the Metropolitan Kansas City Area which was conducted by the U. S. Army Corps of Engineers and published in January, 1974. In this study, these two areas are shown as being out of flood prone areas in the Central Industrial District due to the Turkey Creek flooding problem. Also, these two areas are outside of localized sewer backup areas indicated in the Preliminary Study for Central Industrial District Sewers, mentioned previously. Thus, as a part of an overall redevelopment strategy, development could occur in these two specific areas prior to any improvements to the Santa Fe Pumping Station and to the Mulberry Street sewer trunkline. This could be an important feasibility factor in any overall redevelopment plan for the CID.

Similar to these two areas north of Interstate 70 is an area to the extreme south end of the Central Industrial District, area "1d." This area, bound by Allen Street on the east, the 23rd Street Viaduct on the north, and railroad tracks to the south and west, is another area which lies outside of flood prone areas as delineated by the Corps of Engineers. This area lies directly west of the Kansas City, Missouri Turkey Creek Pumping Station. Thus, areas "1a," "1b" and "1d" are all adjacent to, or very near to, existing Kansas City, Missouri utility facilities.

Finally, area "1c," noted on the map, is an area immediately south of the proposed I-670 right-of-way and west of Genessee Street, within the existing Kansas City Stockyards. This area could be redeveloped as a Phase One project if properly tied to the existing Stockyards Pumping Station. This option would be of particular significance if the decision were made to utilize the new pumping station "B" as discussed previously in order to separate the area south of the proposed I-670 from the area north of I-670 in terms of storm drainage systems. Thus, while this area is affected by ponded water in some instances, from the Turkey Creek situation, it does have the possibility of a separate outlet for storm waters to the west across the Missouri/Kansas State Line to the Kaw River in much the same manner as outlet facilities were constructed for the Crosby Kemper Arena. In so doing, this area could be separated essentially from other sewer problems which are occurring in the CID area. This area, when rebuilt, could be flood proofed in such a manner that the Federal Flood Insurance Program would not put undue financial stress on this redevelopment area. The redevelopment of this area could be done in such a manner that floor grades are placed above the ponding levels shown on the Corps of Engineers study, thereby allowing for the purchase of Federal Flood Insurance at very reasonable rates.

Finally, two generalized areas, "3a" and "3b," are indicated on Map 4 as areas which could receive Phase Three improvements for storm sewerage given the improvements mentioned for the expansion of the Santa Fe Pumping Station and the Mulberry Street storm sewer trunkline. These two areas could be treated as benefit districts, given the improvements previously mentioned.

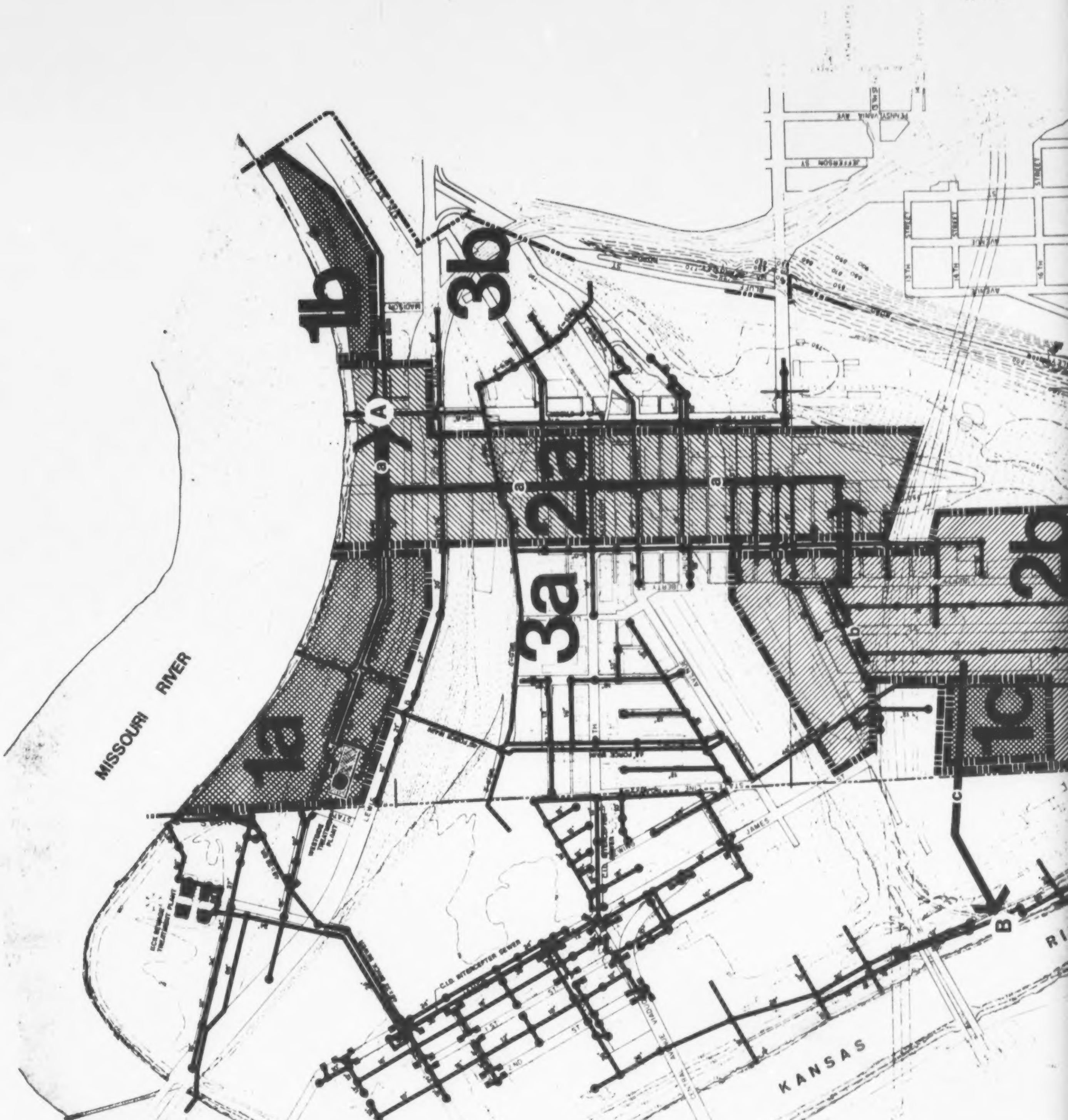
Potential Solutions to the Turkey Creek Flooding Problem

The Corps of Engineers is currently investigating potential solutions to the Turkey Creek flooding problem, as it specifically affects the Central Industrial District. The Corps is currently investigating several alternatives, but the most recently advanced solution would involve the construction of an open drainage channel from the bluffs south of the 23rd Street Viaduct in an easterly direction toward the Kansas River. Portions of this channel would necessarily go under ground to avoid railroad tracks. Most of the required right-of-way would occur in land which is currently owned by the City of Kansas City, Missouri.

The estimated project cost, provided by the Corps of Engineers, is approximately $5 million. In addition to this, the City of Kansas City, Missouri, or a designated public agency of the City, would need to assume the additional right-of-way acquisition costs and costs of spanning existing roads with appropriate bridge construction. Both of these appear to be relatively minimal. Further, the City of Kansas City, Missouri as well as the City of Kansas City, Kansas would need to be responsible for maintenance of the open channel once it had been constructed.

This potential project has considerable significance in any planned redevelopment project within the CID. The provision of this diversion channel for the purpose of correcting local flooding problems due to the Turkey Creek situation is considered to be of primary significance within this study. Thus, the City of Kansas City, Missouri, as well as the City of Kansas City, Kansas should actively promote sponsorship and support of the project as well as solicit assurances from other groups which have specific interest in the future development of the Central Industrial District. Also, the construction detailing of the Kemper Arena parking lot, immediately south of the Arena Loop Road should be investigated relative to this potential development of a diversionary channel. This detailing should be closely coordinated with the Corps of Engineers District Office in Kansas City, Missouri.

Due to the importance attached to this specific project, immediate attention should be given to necessary supportive measures by both the City of Kansas City, Missouri and the City of Kansas City, Kansas. Even projected at the most optimistic time schedule, this project, if implemented, could not be completed earlier than 1985. Thus, a top priority should be assigned to moving this or alternative solution proposals ahead as quickly as is possible.


1a
1b
1c
2a
2b
3a
3b
A
B
C
a
b
MISSOURI RIVER
KANSAS
RI
PENNSYLVANIA AVE
JEFFERSON ST
JAMES
C.I.D. INTERCEPTER SEWER
SEWAGE TREATMENT PLANT

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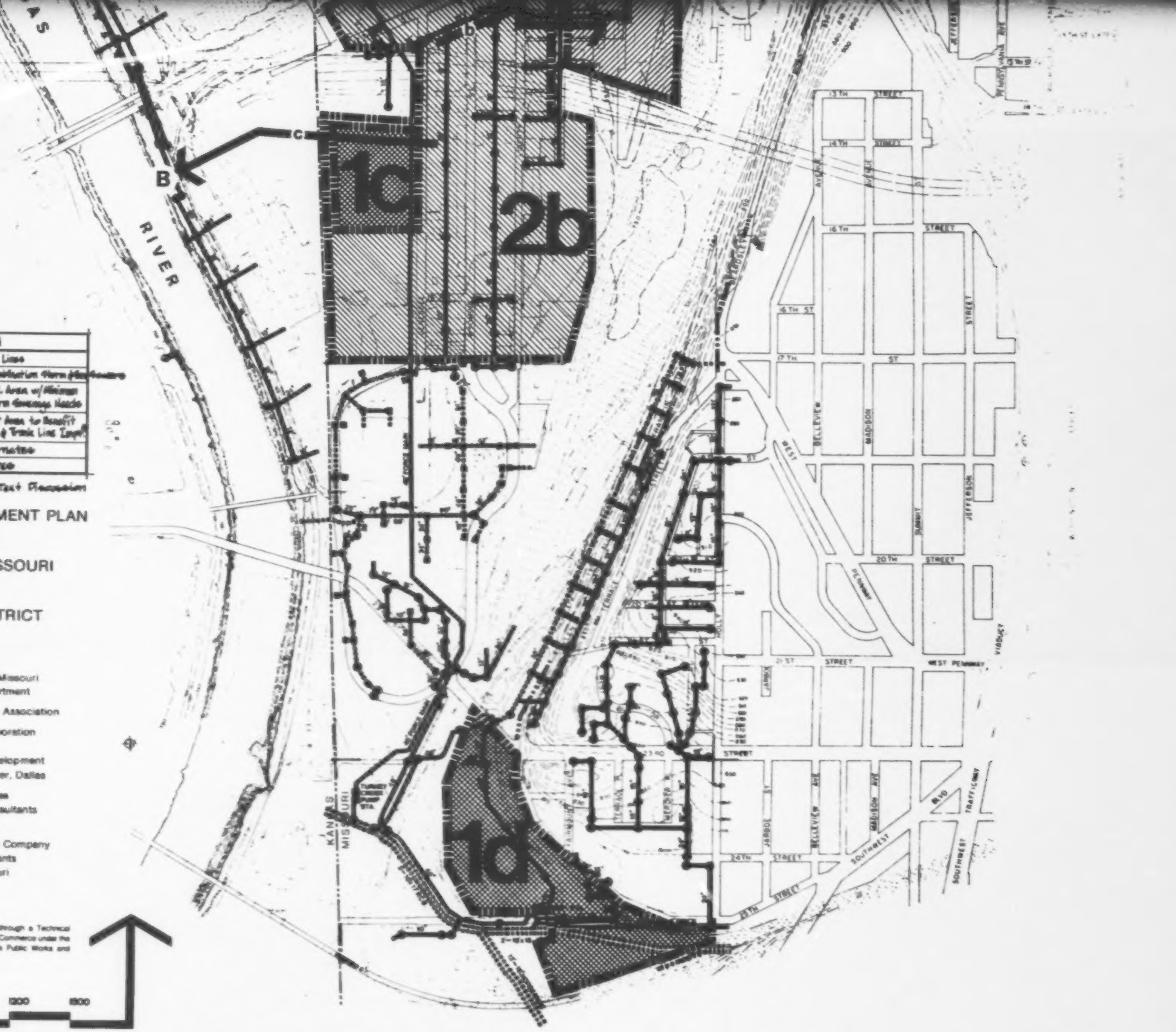
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RIVER
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1c
2b
1d
b
KANSAS
MISSOURI
13TH STREET
14TH
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16TH ST
17TH ST
20TH STREET
21ST STREET
WEST PENNWAY
24TH STREET
25TH STREET
BELLEVIEW
MADISON
SUMMIT
JEFFERSON
JARBOE
VIADUCT
SOUTHWEST TRAFFICWAY
SOUTHWEST BLVD
WEST PENNWAY
HOLLY

SYMBOL	DESCRIPTION
▬	Existing Storm Sewer Lines
▬	Existing Sanitary or Combination Storm [illegible]
1	Potential Phase One Redevel. Area w/Minimum Flood Hazard &/or Storm Drainage Needs
2	Potential Redevelopment Area to Benefit from Kansas R. Pump Sta. & Trunk Line Impr.*
A	Pump Station Alternates
a	Trunk Line Alternates

*and Alternates as/Text Discussion

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City Development Department

The Central Industrial District Association

The Oblinger-Smith Corporation
Consultants
Planning, Design and Development
Kansas City, Wichita, Denver, Dallas

Gladstone Associates
Economic Marketing Consultants
Washington, D.C.

The Tuttle-Ayers-Woodward Company
Engineering Consultants
Kansas City, Missouri

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October, 1975

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Sewer Systems

7

SUMMARY OF OTHER PHYSICAL DEVELOPMENT FACTORS

Existing Utilities

Existing utility system elements and related sizes are indicated on Maps 8 through 11, included within this section of the report. As a basic comment, it may be stated that existing water supply, gas supply, electrical power and telephone systems are currently adequate within the CID to support future redevelopment proposals included within this study. The only utility system of necessary concern, storm and sanitary sewers, has been previously addressed. For the purposes of this study, the other utility systems are judged to be adequate, with specific needs for spot improvements to be addressed within Phase One projects.

Recreational Use of the Missouri and Kansas Rivers

In discussions with the U. S. Army Corps of Engineers and the City of Kansas City, Kansas, it is anticipated that some future recreational use of the Missouri and Kansas Rivers may be anticipated. At present, the Corps of Engineers is investigating, in a preliminary manner, the possibility of marina facilities on the Kansas River. Further studies on this project are anticipated to occur during the spring of 1976. Current speculation by the Corps of Engineers indicates that marina development is possible but that boat storage may have to be of the dry-land type. This would allow for a boat ramp and dock on the River, possibly located near the confluence of the Kansas and Missouri Rivers. These plans, closely coordinated with the City of Kansas City, Kansas, are reflected in later sections of this report dealing with general plan recommendations.

Potential Commercial Use of the Kansas and Missouri Riverfront Areas

Currently, some commercial usage of the Missouri Riverfront exists within the Missouri portion of the Central Industrial District. This is primarily confined to the Municipal Wharf Area and adjacent industries which use the barge and port facilities currently available. Relatively few industries currently within the CID use barge services and little additional interest was shown in the employer surveys conducted within the study, relative to future use of barge and port facilities.

Currently, the Mid-America Regional Council is proposing to conduct a feasibility study for port facilities throughout the Kansas City Metropolitan Region. The results of this study, if conducted, should provide further guidance to planning efforts within the Central Industrial District. Within this study, however, significant expansion of the existing barge related development has not been proposed. This study does recommend, however, the maintenance of the existing activity with future flexibility should strong feasibility be shown for expansion of port facilities within the CID.

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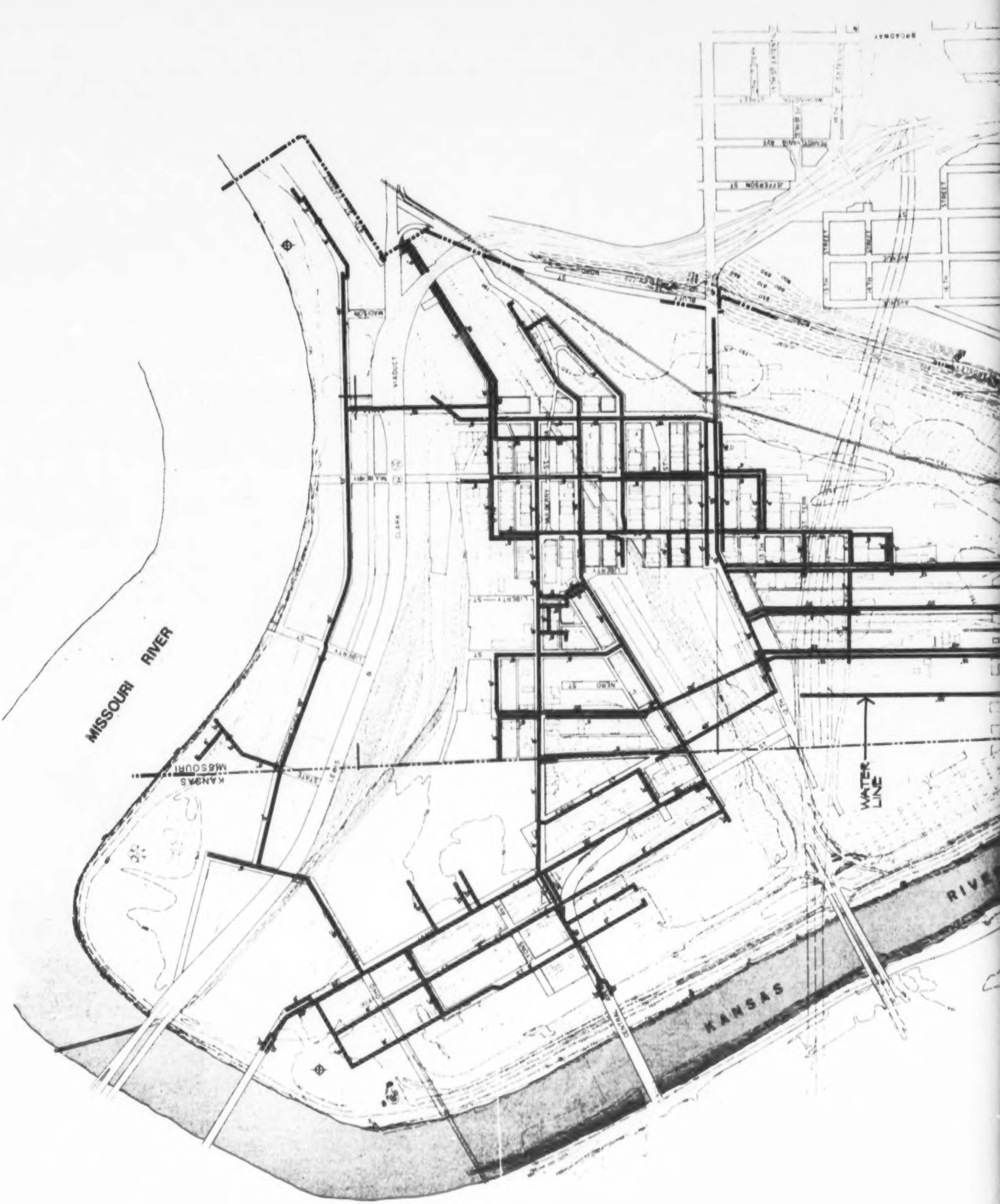
Historic Preservation

The Landmarks Commission of Kansas City, Missouri has provided a copy of the publication "Preliminary Inventory of Architecture and Historic Sites of Kansas City, Missouri" for use within this specific study. This document was published in November, 1974. As outlined in this document, the following structures have been identified by the Landmarks Commission as historic structures, and currently exist within the Missouri portion of the CID:

1. 1015 Mulberry Street: Commercial Building (Circa 1915-1925).
2. 11th Street at Mulbery Street: Commercial Building (Circa 1885-1890).
3. 1225 Union Street: Commercial Building (Circa 1890).
4. 1412-1418 West 12th Street: Commercial Building (Circa 1890).
5. 1404 West 12th Street: Commercial Building (Circa 1890).
6. 1400 West 12th Street: Commercial Building (Circa 1880).
7. 1310 West 12th Street: Commercial Building (Circa 1880).
8. 1331 St. Louis Street: Commercial Building (Circa 1890).
9. 1500 St. Louis Street: Commercial Building (Circa 1890).

In addition, the Kansas City Stockyards Exchange Building has been nominated for inclusion in the listing of significant architecture and historic sites. All of the above listed buildings, including the Stockyards Exchange Building, have been preserved in subsequent planning efforts detailed in this study. The intent would be to preserve and enhance historic structures by returning them to their initial design quality. This could be achieved through sand blasting and other means to remove additions and/or revisions to the initial structures which are not architecturally consistent with the initial structure nor serve any significant functional role. In this manner, the Central Industrial District may maintain a sense of historic continuity which is only achievable by the preservation of significant architectural resources having historic or related design significance.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PENNSYLVANIA AVE
JEFFERSON ST
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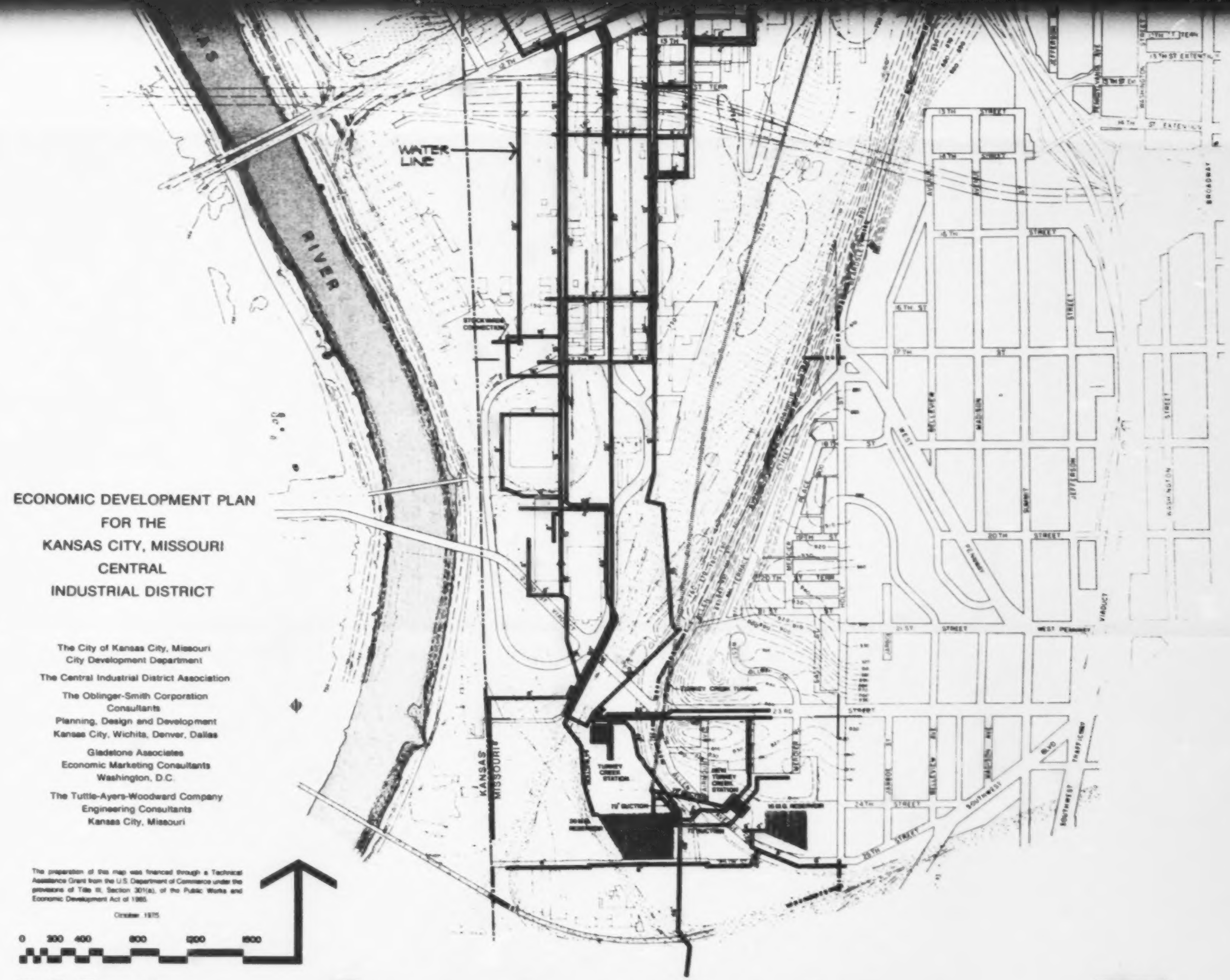
WATER LINE
RIVER
STOCKYARDS CONNECTION
KANSAS
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TURKEY CREEK STATION
NEW TURKEY CREEK STATION
TURKEY CREEK TUNNEL
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JEFFERSON
WASHINGTON
BROADWAY
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VIADUCT
SOUTHWEST TRAFFICWAY
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14TH ST EXTENSION
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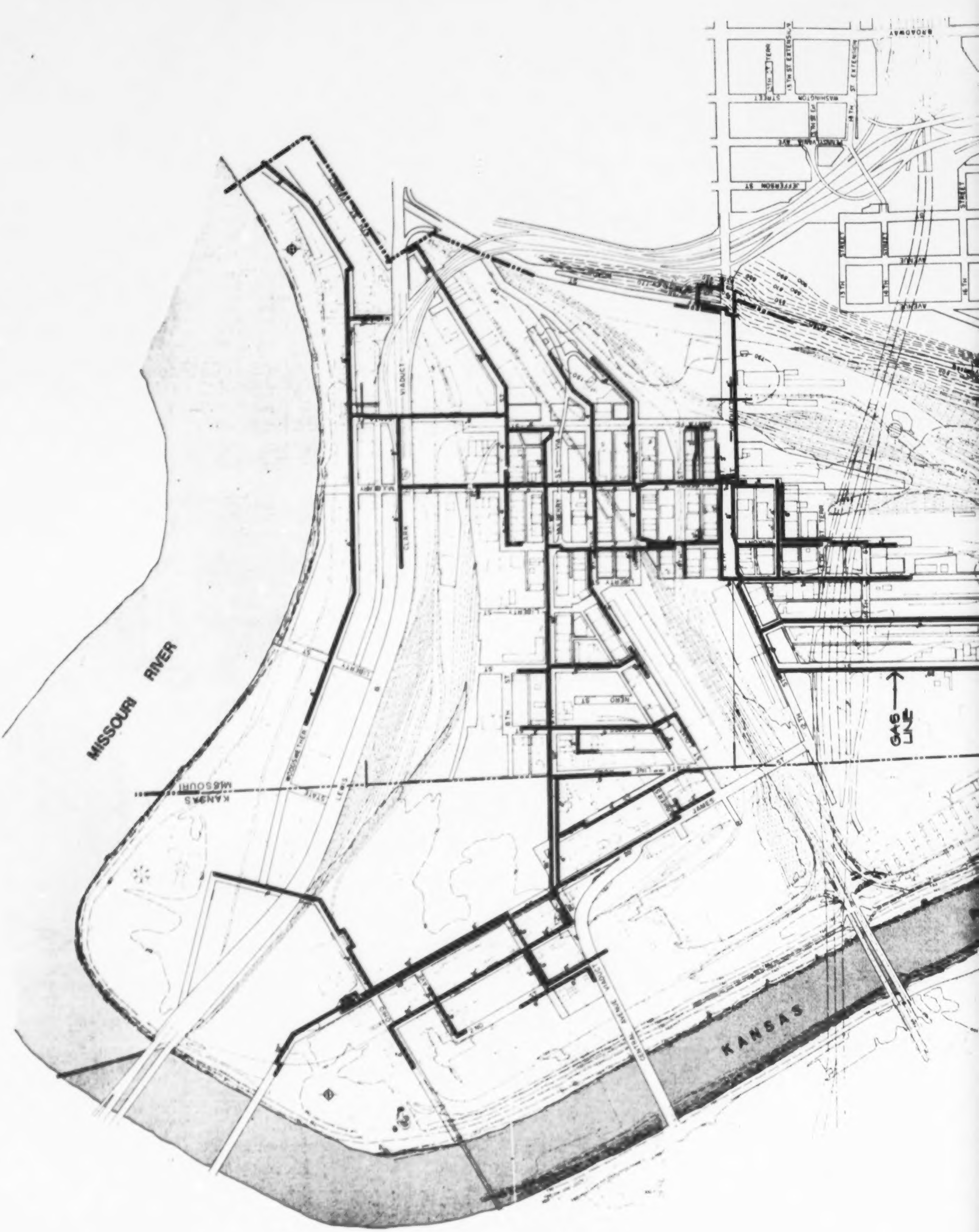
Water Supply System

8


MISSOURI RIVER
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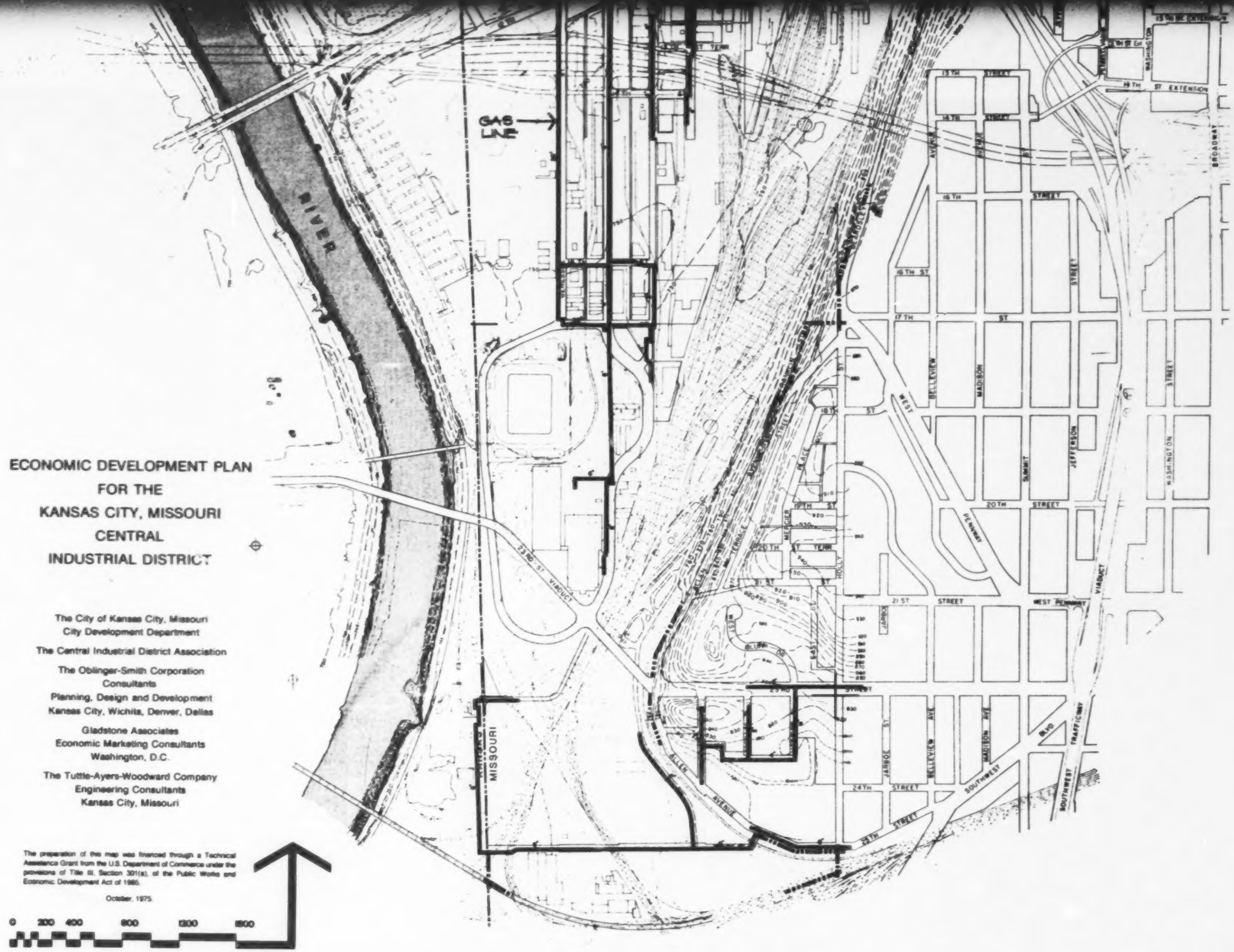
70


GAS LINE
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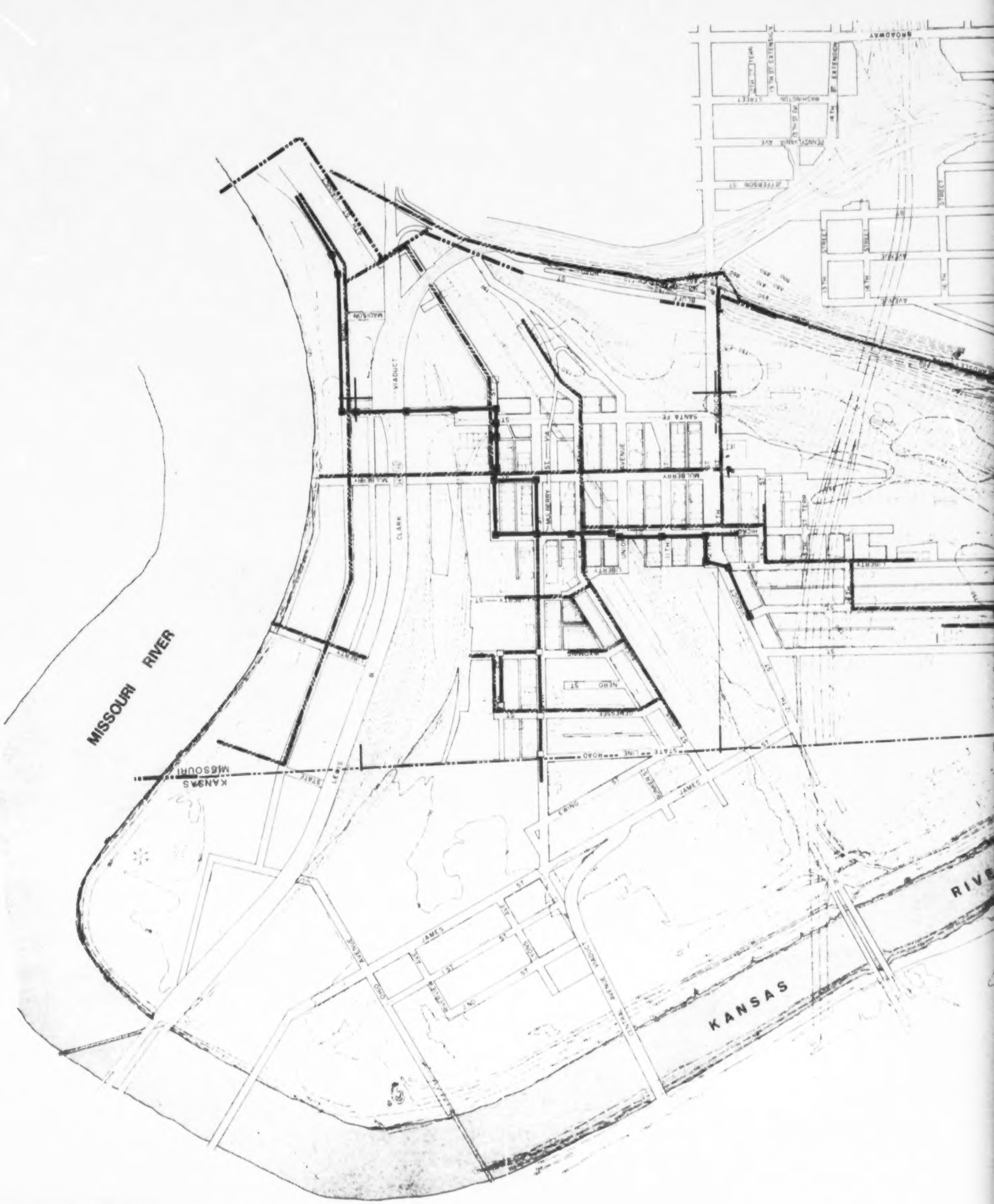
Gas Supply System

9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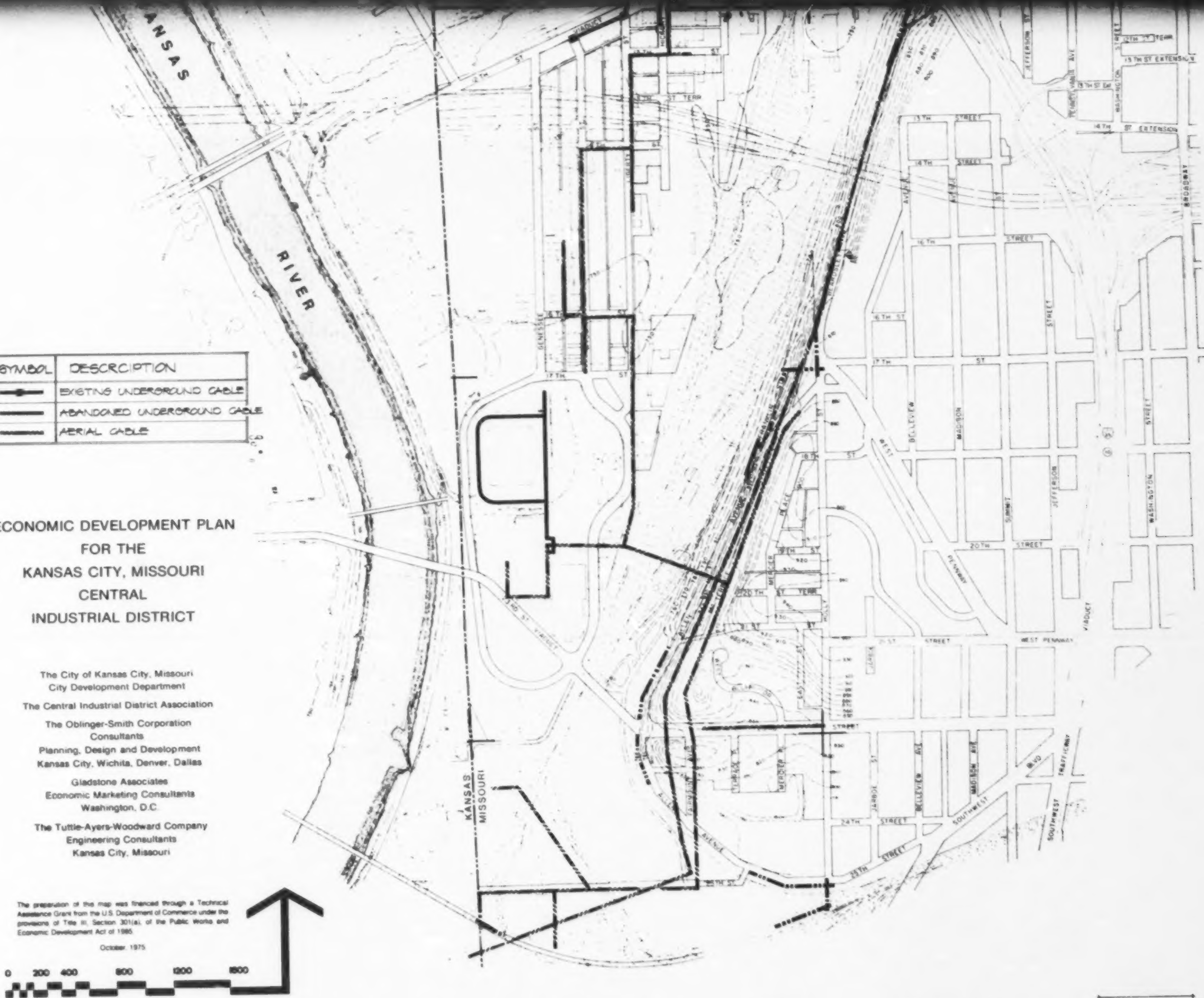
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SYMBOL	DESCRCIPTION
━●━	EXISTING UNDERGROUND CABLE
━━	ABANDONED UNDERGROUND CABLE
══	AERIAL CABLE

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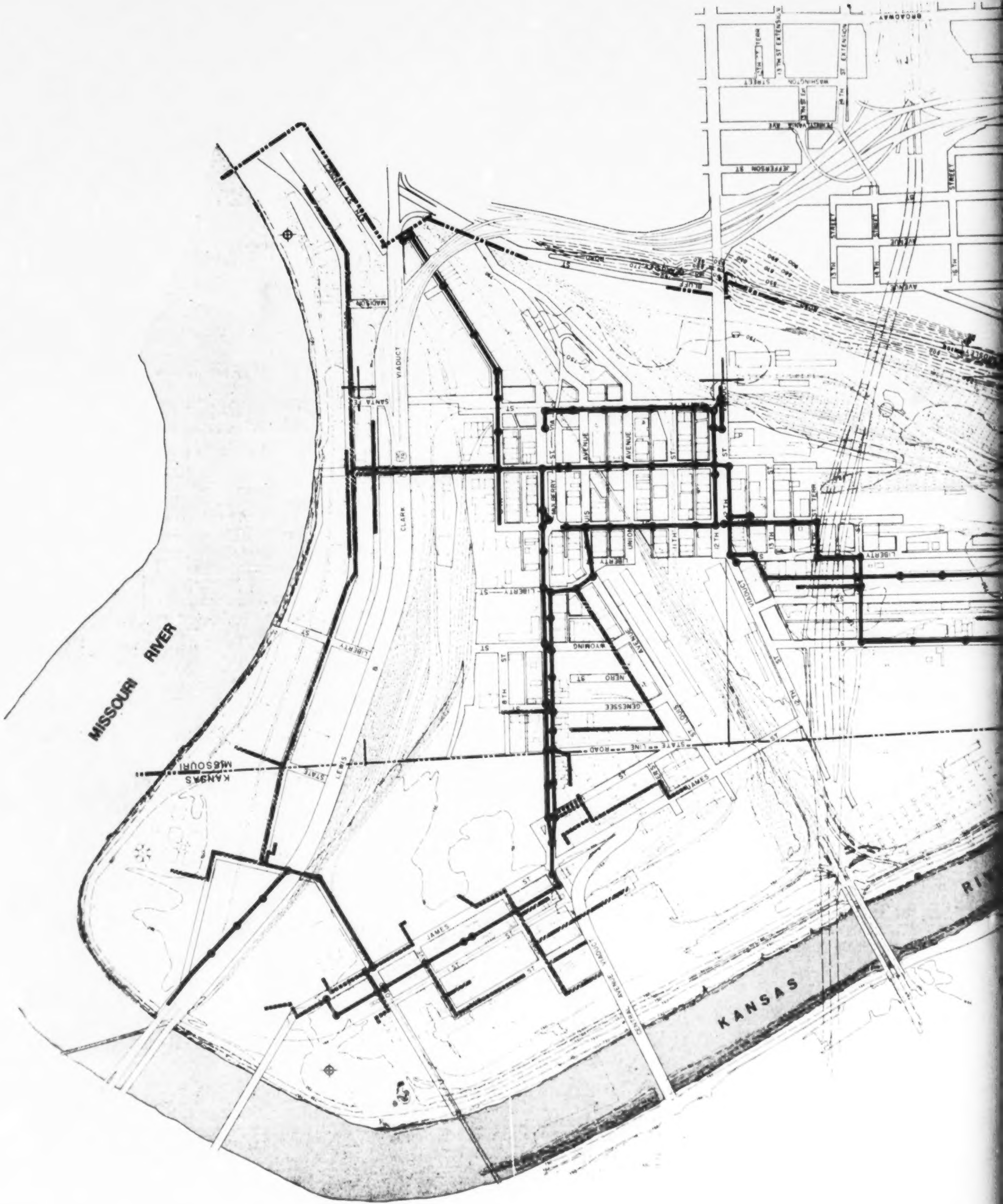
October 1975

Electrical Power System 10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VIADUCT

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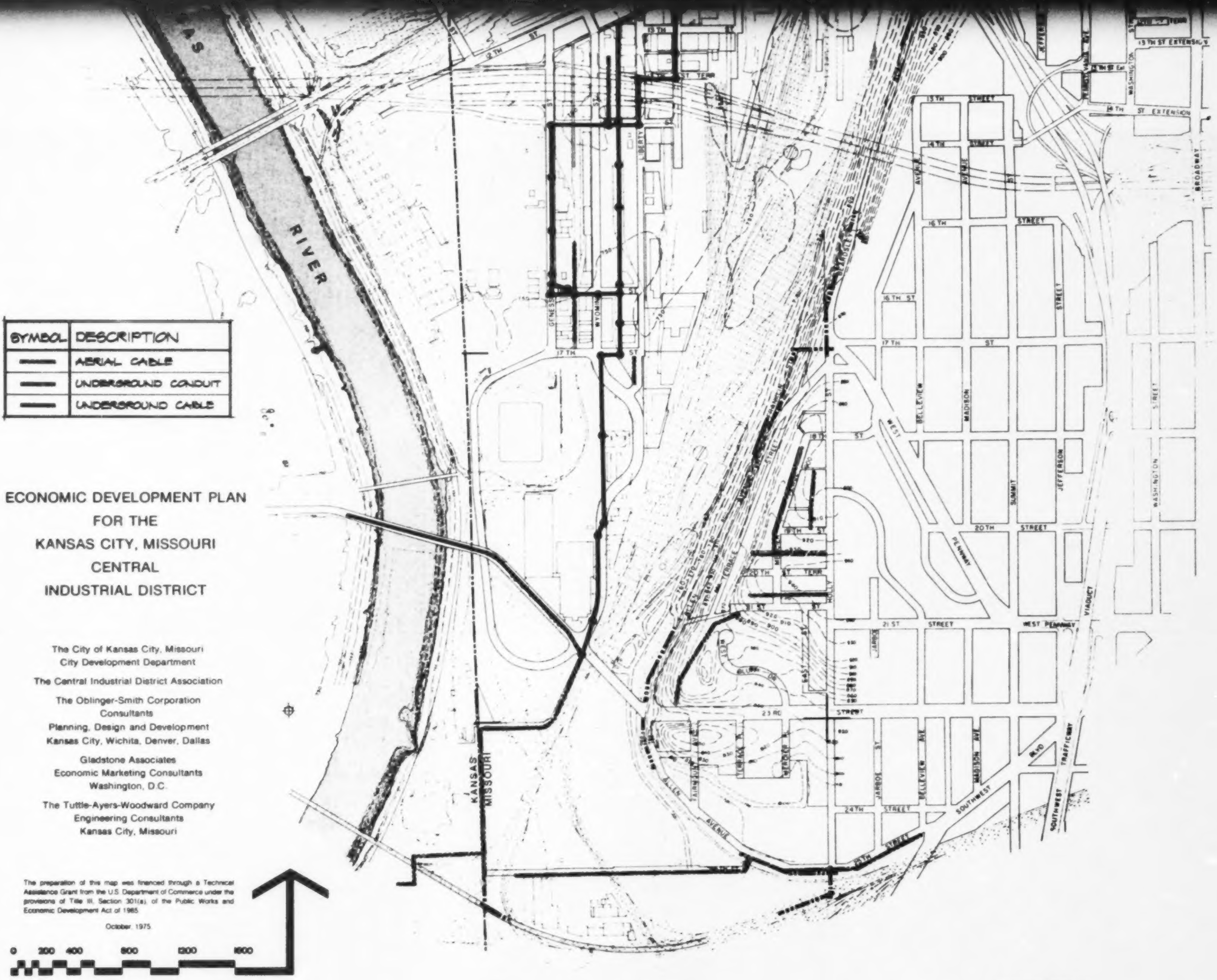
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WEST PENNWAY
BELLEVIEW
MADISON
SUMMIT
JEFFERSON
WASHINGTON
BROADWAY
VIADUCT
JARBOE
ALLEN AVENUE
SOUTHWEST BLVD
SOUTHWEST TRAFFICWAY
TERRACE

SYMBOL	DESCRIPTION
—	AERIAL CABLE
—	UNDERGROUND CONDUIT
—	UNDERGROUND CABLE

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0 200 400 800 1200 1600

Telephone System

11

MARKETABILITY ANALYSIS

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MARKETABILITY ANALYSIS

Introduction

This section summarizes principal conclusions regarding market prospects for industrial conservation/redevelopment in the Central Industrial District (CID). Though the major focus of this analysis is on the Kansas City, Missouri portion of the CID, the market findings also apply to that part in Kansas City, Kansas.

This work involved a comprehensive research effort designed to analyze key market feasibility issues associated with conservation/redevelopment potentials in the CID. The conclusions and recommendations set forth here are based on the following research:

- A broad based questionnaire survey of Central Industrial District Association (CIDA) members and other industrial tenants in the CID to determine their land needs, expansion/relocation plans, size, etc.
- A telephone survey of several firms who have left the CID in the recent past to determine their reasons for leaving.
- A detailed examination of market trends and physical location factors operating within the CID.
- Analysis of trends and forecasts of employment, demographic data, and associated indicators in the Kansas City Metropolitan Region (KCMR) and selected subareas of the metro to determine underlying economic strength.
- An in-depth survey of over 40 competitive industrial parks and areas throughout the Kansas City metro to determine land prices, acreage absorption trends, marketing approach, a range of associated physical characteristics, and other quantitative and qualitative information.
- Personal interviews with major realtors, utility companies, railroads, local public officials, and others to gain insight regarding the industrial marketplace and prospective programs and plans affecting industrial land markets in the period ahead.
- A survey of active in-city industrial parks and similar redevelopment efforts in other metropolitan areas and interviews with major industrial developers of national scope to determine the range of in-town industrial development strategies now being used in the U. S. and problems associated with industrial redevelopment in downtown areas.

CID Market Potentials

Analysis of regional and component subarea markets for industrial land in the Kansas City Metro indicates that market supports are sufficient to warrant undertaking immediate and significant industrial conservation/redevelopment programs in the CID. *Between nine and eleven acres of improved industrial land could be absorbed annually in the CID between 1976 and 1990 if certain improvements are made in this area and land prices are maintained at a competitive level.*

This forecast absorption for the CID represents a capture of between four percent and five percent of estimated regional industrial land demand over the next 15 years and is a solidly achievable performance, in our view. In early stages of the program (first four to five years between 1976 and 1980), it is anticipated that a substantial portion of market support will come from expansion and relocation of firms currently in the CID. Surveys indicate that short term expansion/relocation needs of CID tenants may total as much as 50 acres. These demands point to the need for immediate action and provide the underlying strength for early conservation/redevelopment initiatives.

In later stages of the development (after 1980), the majority of demand for industrial sites in the CID will likely come from new firms attracted to the area; provided necessary physical improvements are made and land prices remain well within acceptable market ranges. It is anticipated that early conservation/redevelopment initiatives will serve to stabilize the CID and upgrade its image and marketability. Once accomplished, the area will become a more attractive industrial location for both new firms moving to the Kansas City Region and those seeking close-in relocation or expansion sites in the metro area.

In general, the CID occupies a strategic position in the Kansas City metropolitan area--offering advantages not available in other industrial corridors. For example, proximity to end use markets and suppliers, excellent visibility from several major arterials, pending development of a new highway (I-670) through the area, superb rail access, good utilities with the exception of storm drainage, central accessibility to a large labor force, and presence of the new Kemper Arena and American Royal are a few of the CID's major assets.

On the other hand, this area suffers from several drawbacks that tend to overshadow the aforementioned positive features and puts the CID at a competitive disadvantage for retaining existing tenants and attracting new industrial users. Any industrial conservation/redevelopment efforts in the CID must solve these problems if marketing is to be successful. Major problems in the CID include:

- Absence of an appropriate organization capable of dealing with the immediate and longer term needs of CID tenants.
- Lack of available land in sufficient quantities and "ready-to-build" condition to accommodate industrial expansion/relocation/redevelopment needs of both existing CID tenants and potential new users.
- Poor internal access and congestion due to numerous rail crossings, poor street layout, and outmoded facilities incapable of efficiently handling deliveries via large trucks without blocking streets.
- Blight, underutilization of land and buildings, poor environmental quality, and generally unattractive visual appearance.

- A perception, held by many, that this is a high crime area.
- Poor storm drainage in a large portion of the area and attendant flood problems.
- Land prices that cluster at the upper end of the market.

If these problems are allowed to persist, the CID will likely continue to lose industrial tenants to suburban industrial parks which, in turn, will exacerbate current CID difficulties. An estimated five to ten acres of industrial land would probably be abandoned, sold, or otherwise vacated by existing CID tenants annually over the 1976 to 1980 period. This rate of attrition is likely in view of those CID firms now wishing to expand or being forced to relocate but currently unable to find adequate sites in the CID. Between 1981 and 1990, attrition on the order of three to five acres annually is possible. At best, the CID will stagnate.

In summary, there are two fundamental alternatives: (1) a significant conservation/redevelopment effort to be undertaken in the immediate future for which there are acceptable market prospects and good opportunities for revitalizing this area; or (2) continued neglect of the area which, in all likelihood, will force on-going decline of the CID. The costs and benefits associated with both of these basic options are discussed in subsequent sections of this report.

Regional Market Outlook

Industrial employment growth in the Kansas City Metropolitan Region (KCMR) is expected to average 4,000 employees per year between 1976 and 1990, according to local government projections. Based on these forecasts and an anlaysis of regional industrial land markets over the past decade, it is anticipated that industrial land absorption in the KCMR will average between 250 and 286 acres per year over the 1976 to 1990 period. *This forecast covers expected land absorption by final industrial users and attempts to exclude speculative industrial land purchases.* The following table presents forecast average annual industrial land demand in the Kansas City SMSA between 1976 and 1990.

TABLE 1

FORECAST AVERAGE ANNUAL INDUSTRIAL LAND DEMAND
KANSAS CITY SMSA (1976-1990)

Forecast Average Annual Growth in Industrial Employment (1)	4,000 employees/year
Estimated Average Industrial Employment Density (2)	14-16 employees/acre
Forecast Average Annual Demand for Industrial Land	250-286 acres/year

(1) Includes employees in manufacturing, wholesale trade, transportation, communication, utilities, and contract construction. Projections prepared by Mid-America Regional Council, Sept., 1974.
(2) Estimated from data available in comparable metropolitan areas.
Source: Gladstone Associates.

The recent national recession and its attendant negative impact on industrial land demand in the KCMR[1] has reduced industrial land demand by about 35% over levels experienced in the early part of the 1970's. *Gradual economic recovery is expected over the near to middle term future and regional industrial land absorption is expected to average about 220 acres annually between 1976 and 1980.* This forecast is slightly below peak absorption levels of 231 acres per year reached in the 1970 to 1972 period but well above the 150-acre average annual industrial land demand that has typified the recent span between 1973 and mid-1975. *Average annual industrial land absorption in the region is expected to average about 290 acres per year between 1981 and 1990.* This represents a return to more normalized levels of economic growth in the KCMR over the 1980's decade.

The following table presents forecast regional industrial land demand by time between 1976 and 1990.

TABLE 2

FORECAST INDUSTRIAL LAND DEMAND BY TIME PERIOD
KANSAS CITY SMSA (1976-1990)

		AVERAGE ANNUAL	TOTAL
Forecast Demand:	1976-1980	220 acres/year	1,100 acres
Forecast Demand:	1981-1990	290 acres/year	2,900 acres

Source: Gladstone Associates.

In line with recent trends, the largest single portion of this future industrial land absorption is expected to occur in the "I-35 Corridor"--a suburban area located along I-35 principally in Johnson County, Kansas lying southwest of downtown. Specifically, this area is expected to capture between 45% and 55% of future industrial land absorption. A controlled suburban environment, good access and visibility from the interstate, rail service, and abundance of competitively priced industrial land, good schools and residential neighborhoods, and active marketing are a few of the major assets offered by this area.

The "I-435 Corridor"--a suburban area east and south of the City--is similar in character to the I-35 corridor but has not experienced a comparable market appeal in recent times. Unlike the I-35 area, the I-435 corridor has a somewhat rural atmosphere and many industrial areas are not visible from the Interstate. Absorption in this corridor is expected to account for between 20% and 30% of the market over the next 15 years.

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[1] Analysis indicates that average annual regional industrial land absorption between 1973 and mid-1975 has declined by about 35% from average levels experienced in the 1970-1972 period. In general, the earlier period of high absorption--about 231 acres annually between 1970 and 1972--occurred in a time of rapidly rising economic activity on both the national and local levels. More recently, inflation, unemployment and high interest rates have characterized the "recessionary economy" and KCMR land absorption fell to an average level of about 150 acres per year between 1973 and 1975.

The "I-29 Corridor" lies to the northwest of downtown Kansas City and reaches out to KCI Airport. In addition to the lower than expected impact of the airport on industrial development opportunities along I-29, this area suffers from a lack of rail service and, what appears to be, a limited marketing effort by developers and property owners in this corridor. A forecast of 12% to 15% of future industrial land demand will likely occur in the I-29 sector. This is slightly above past market shares in this area. Projected capture rates for this sector reflect, in part, the development activity that is now just beginning and an expectation that these forces will gain momentum in the period ahead.

Demand for industrial land--by both new industries and relocation/expansion of existing firms--in the "central area" is largely dependent on the conservation/redevelopment efforts (or lack thereof) undertaken in the CID. The "central area" encompasses downtown Kansas City, Missouri and Kansas, North Kansas City, selected close-in areas north of the Missouri River and northeast of the downtown, the CID, and other urbanized sectors near downtown. In short, the CID and North Kansas City are now the dominant industrial sectors within the central area. Much of the North Kansas City industrial development has occurred in relatively recent times and available sites are becoming limited. The basic stability of North Kansas City's industrial base together with limited land availability indicates that this area will likely experience modest activity--either new firms moving in or existing users moving out--over the period ahead.

Almost 3,000 acres of potential industrial land located in two major areas--one just south of the Missouri River and north of downtown and the other well north of the Missouri River and northeast of downtown--are also contained in the "central area" defined here. One park is actively marketing land and the other--about 1,200 acres--is still in the early stages of planning. Though large in terms of acreage, these sites do not offer the abundance of rail service, multiple access routes and visibility found in the CID or North Kansas City. Accordingly, we believe that the CID can effectively compete with these properties if certain improvements are made in the area and land prices are set at appropriate levels.

If a significant conservation/redevelopment program is undertaken in the CID, the "central area" is expected to capture between 13% and 15% of regional industrial land absorption in the period ahead--some 33 acres per year between 1976 and 1980, roughly 39 acres per year between 1981 and 1990. As mentioned previously, the CID could capture some nine to 11 acres per year of this "central area" market. The following table presents forecast average annual industrial land demand by sector under the assumption that a timely conservation/redevelopment strategy is undertaken in the CID.

TABLE 3

FORECAST AVERAGE ANNUAL INDUSTRIAL LAND DEMAND BY SECTOR ASSUMING A SIGNIFICANT REDEVELOPMENT/CONSERVATION PROGRAM IN THE CID 1976-1990

	1976-1980		1981-1990	
	ACRES/YEAR	% DISTRIBUTION	ACRES/YEAR	% DISTRIBUTION
I-35 Corridor	113	51%	133	46%
I-435 Corridor	48	22%	75	26%
I-29 Corridor	26	12%	43	15%
Central Area	33	15%	39	13%
TOTAL	220	100%	290	100%
CID Land Demand	9 to 11 acres/year		9 to 11 acres/year	

Source: Gladstone Associates.

If, on the other hand, no program for improving the CID is initiated, average annual industrial absorption in the central area will likely represent only six percent to nine percent of the regional market--some 17 to 20 acres per year over the 1976 to 1990 period. More significant, the CID will continue to lose tenants at the rate of five to ten acres annually. The following table presents forecast average annual industrial land demand by sector of the KCMR if no redevelopment/conservation efforts are made in the CID.

TABLE 4

FORECAST AVERAGE ANNUAL INDUSTRIAL LAND DEMAND BY SECTOR ASSUMING NO REDEVELOPMENT/CONSERVATION PROGRAM IN THE CID 1976-1990

	1976-1980		1981-1990	
	ACRES/YEAR	% DISTRIBUTION	ACRES/YEAR	% DISTRIBUTION
I-35 Corridor	119	54%	143	49%
I-435 Corridor	55	25%	84	29%
I-29 Corridor	26	12%	46	16%
Central Area	20	9%	17	6%
TOTAL	220	100%	290	100%
CID Land Demand(1)	-5 to -10 acres/year		0 to -5 acres/year	

(1) Anticipates that the CID will lose several tenants over the next five years due to the relatively large number of firms now wanting to expand but unable to find adequate sites. Slow attrition is expected to continue between 1980 and 1990.

Source: Gladstone Associates.

Industrial Land Prices

Overall, regional industrial land prices range from $.07 per square foot up to $2.53 per square foot. This range covers potential industrial land in a wide variety of locations, sizes, and physical conditions (e.g., raw land, semi-improved, ready-to-build, interstate frontage, rail served, large and small sites, etc.). More relevant to purposes here are the most frequent prices for improved industrial land in "ready-to-build" condition.

Our survey indicates that the vast majority of improved industrial land in the region is now being offered for less than $1.00 per square foot. Some land in the I-35 corridor is being marketed at $1.15 to $1.25 per square foot but other portions of this area are solidly in the $.75 to $.85 per square foot range and others even lower. Prices in the I-435 corridor are concentrated in the $.50 to $1.00 per square foot range with the higher end of the range found in areas near Kansas City and lower levels near Independence and Grandview at about $.50 per square foot. The I-29 corridor is between $.65 and $1.00 with little activity occurring at either end of the range.

Prices in the central area converge around $.75 per square foot in North Kansas City and range from $.90 to $1.45 in the Central Industrial District. However, the estimate of CID prices is based on a limited sample and may not be indicative of real land value in the area. A land pricing strategy associated with CID conservation/redevelopment is discussed later in this report. Table 5 presents data on the most frequent price levels and building lease rates observed in the KCMR.

Appendix Data Summary

The appendices of this report present an in-depth discussion of regional and subarea industrial land market trends along with extensive supporting documentation for the key conclusions set forth previously.

TABLE 5

MOST FREQUENT PRICE LEVELS OF INDUSTRIAL SPACE
KANSAS CITY SMSA

	SALES PRICE PER SQUARE FOOT	BUILDING LEASE RATES PER SQUARE FOOT
I-35 Corridor		
Merriam-Overland Park	\$1.15 - \$1.25	\$2.05
Lenexa	\$0.75 - \$0.85	\$2.00
Olathe	\$0.30 - \$0.40	\$0.75
I-435 Corridor		
Kansas City Area	\$0.80 - \$1.00	\$1.50
Grandview Area	\$0.50	---
Independence	\$0.50	---
I-29 Corridor		
Airport Area	\$0.65 - \$1.00	\$1.90
Central Area		
North Kansas City	\$0.75	\$1.50
CID	\$0.90 - \$1.45(1)	\$0.90 - \$1.50(2)

(1) Does not include the sale of land for the Kemper Arena reported at about \$1.50 per square foot.

(2) Single story structures.

Source: Gladstone Associates, based on discussions with area realtors, developers, and field surveys.

ECONOMIC DEVELOPMENT POLICIES

Introduction

This section describes a recommended industrial conservation/redevelopment program for the CID, presents physical development plans together with a discussion of required improvements and their phasing, and outlines specific steps for implementing the redevelopment concept. Financing and fiscal implications of the program are analyzed in a subsequent section of this report.

Conservation/Redevelopment Program Concept

A two-stage conservation/redevelopment program is recommended for the CID. Phase I--beginning in 1976--would focus principally on: (1) accommodating major short-term expansion and relocation needs (now identified by several firms); (2) efforts aimed at meeting "spot," in-place expansion needs for other CID industries; and (3) making basic improvements in the CID environment and infrastructure (e.g., streets and access, storm drainage, removal of blight, and general improvement in area image). Around 1980, a Phase II concept would be implemented wherein emphasis is placed on attracting new firms to the CID and augmenting the area's industrial base. Phase II efforts--running at least through 1985 and possibly to 1990--will also include a continuation of conservation programs initiated earlier and accommodation of intermittent expansion and relocation needs of CID firms. Further, the Phase II program will include marketing of property to some specialized commercial interests.

Approximately 100 acres of usable industrial land would be involved in a ten-year development program concept--five years (1976-1980) for Phase I and five years for Phase II (1981-1985). If Phase II activities extend beyond 1985 to 1990, an additional nine to eleven acres per year would be required.

In addition to specific redevelopment activities (e.g., land acquisition, preparation, and resale to industrial users), the development concept calls for undertaking several key infra-structure improvements in the CID that are needed to ensure the on-going viability of this area. These improvements will be staged over the life of the program and tied to the rate of land absorption and CID user needs. Major infra-structure improvements encompass:

- Upgrading, realigning, and adding new streets and arterials.
- Realigning and removing some rail spurs.
- Storm sewer and flood protection improvements.
- Lighting, landscaping, sidewalks, employee off-street parking, truck docking areas, and pedestrian area improvements.

Recommendations for the specific location and precise physical description of these and other improvements are covered later in this report. Suffice to say at this point that these items are needed to help improve the CID's marketability.

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The general physical, market and economic factors underlying each program phase are described below.

- Phase 1. Starting in 1976 and running through 1979 or 1980, recommended Phase I efforts will focus on an area south of the I-670 right-of-way, bounded by the Kansas River on the west, Kemper Arena on the south and major railyards on the east. This area encompasses some 97.5 acres, with rather concentrated ownership, and located in both Kansas and Missouri. This sector was selected for early treatment because of its potential ease of assembly, visibility, current and prospective access opportunities, rail service, proximity to the Kemper Arena, and the immediate need of several firms in and near this area for expansion and relocation sites. Our survey of CID firms indicates a short-term requirement for as much as 50 acres to accommodate expansion and relocation. This, in turn, requires that the redevelopment of this sizable, contiguous and high visibility parcel offers good opportunity to upgrade the CID's image and marketability at an early time.

  The Phase I program focuses on retaining existing firms, and is designed to stabilize CID markets, improve the physical environment, and enhance the area image. Not only will the employment base be maintained (and, perhaps augmented), but these activities will provide the underlying strength upon which new employees can be attracted to the CID in later stages.

  In addition to activities south of I-670, an ongoing program element in Phase I is to aid firms by meeting smaller, spot expansion needs. This program may occur mainly in the sectors north of the I-670 right-of-way where many smaller firms are located. As these industries face requirements for incremental in-place expansion (not wishing to relocate), the Phase I concept calls for land acquisition and modest improvements by a development entity and subsequent resale to the expanding firm.

  Another program component that should be considered here involves providing inexpensive rental space for new firms just beginning operations. The "incubator" space could be provided in older buildings acquired during Phase I but not scheduled for demolition until sometime in the middle term future. Though some of these firms may leave the CID as they mature, it is likely that several could be permanently attracted to new facilities in the CID as their business expands.

  Phase I could entail the purchase, improvement, and subsequent resale of some 50 to 55 acres over the five-year time frame. It is likely that a sizable portion of this land will be in the major redevelopment area south of I-670. Under this schedule, Phase I would consume about 50% of the land available in the major project area south of I-670 with the balance of this acreage absorbed in Phase II program elements.

- Phase II. Probably beginning around 1980, Phase II activities emphasize attracting new tenants to the CID. Previous infra-structure improvements and conservation efforts will provide the fundamental strength and momentum for undertaking an aggressive marketing program for the CID.

  Industries attracted to the CID will likely be smaller firms engaged in light manufacturing and wholesale trade/product distribution. The area's central location should appeal to those industries that manufacture or distribute products to end-users in and around the KCMR. Large, regional manufacturing or wholesale trade enterprises--sending their products to other final distribution points--may not, in general, find the CID appealing because of the compact land use configuration characterizing this area. In addition, "customers" of these larger firms are likely to be distributed throughout adjacent states and, accordingly, a central city location is not a key requirement for these high volume users.

  It is anticipated that most new industrial firms coming into the CID will require sites on the order of two to three acres or less. Between three and five new firms will need to be attracted to the CID each year to reach targeted absorption levels in Phase II. This will require an aggressive and well organized program for promotion and marketing of the area and these functions should be included as an integral part of both Phase I and Phase II programs.

  As mentioned earlier, Phase II also includes a continuation of conservation efforts but it is likely that acreage required for this program element will decline significantly in the post-1980 period.

  In addition to industrial markets, some commercial development prospects could be realized in the early stages of Phase II. Analysis of the projected daytime CID employment and associated expenditure patterns indicates that up to 40,000 square feet of service commercial space could be supported in the CID. The majority of this space--some 23,000 square feet--would be contained in restaurants, cafes and fast food outlets serving the employee base. Further, modest potentials for sundries, specialized apparel targeted toward needs of the working population, and services, such as barber shops, also exist. Finally, it appears as though there may well be a strong market for a full service truck stop offering mechanical services, restaurant, and a smaller number of transient rooms--say eight to ten rooms--for drivers. These commercial users would logically be situated in a "commercial spine" area described in the next section of this report.

  The remaining 50 acres in the project area, south of I-670 would likely be absorbed in the period between 1981 and 1985. Thereafter, continuing Phase II activities would require moving into areas north of I-670 and sectors south of the Kemper Arena where contiguous acreage could be easily assembled.

The following table presents forecast sources of CID land demand during Phase I and Phase II program elements.

TABLE 6

FORECAST SOURCES OF CID LAND DEMAND ASSUMING A REDEVELOPMENT/CONSERVATION PROGRAM 1976-1990

	PHASE I ACREAGE DEMAND(1) 1976-1980		PHASE II ACREAGE DEMAND(2) 1981-1990	
	AVE. ANNUAL	TOTAL	AVE. ANNUAL	TOTAL
Major Relocation and Expansion of Existing CID Tenants	8 to 9	40 to 50	1 to 2	10 to 20
Spot Expansion of Existing CID Tenants	.5 to 1	2.5 to 5	1	10
New Tenants Moving Into the CID	.5 to 1	2.5 to 5	7 to 8	70 to 80
TOTAL	9 to 11	45 to 60	9 to 11	90 to 110

(1)Program emphasis on conservation of existing CID tenants and stabilizing CID industrial base.

(2)Conservation efforts continue but program emphasis shifts to attracting new tenants to the CID.

Source: Gladstone Associates.

Recommended schedules for land acquisition and subsequent resale to final users are presented in Table 7. These estimates encompass identified Project Areas "A" and "B" and the "spot expansion" program elements. These schedules reflect potential requirements for industrial land only and do not include land acquisition required for street right-of-way and other infra-structure improvements. Further, the relationships between scheduled acquisition and disposition sequencing recognizes the time required for making improvements in the period between initial purchase and subsequent resale to final users.

Implementation Strategy

The development concepts described previously will require close and ongoing cooperation between government and private sector groups--both for executing program activities and financing. Further, since the conservation/redevelopment initiatives encompass CID areas in both Kansas and Missouri, the cities of Kansas City, Missouri and Kansas City, Kansas should be in agreement regarding development efforts and responsibilities to insure that the program moves forward on an efficient and timely basis.

TABLE 7

LAND ACQUISITION AND DISPOSITION SCHEDULES
CID CONSERVATION/REDEVELOPMENT PROGRAM
PHASES I AND II(1)
(Acres)

	YEAR OF PROGRAM										
	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN	TOTAL
LAND ACQUISITION											
Major Project Areas(3)											
Area A(4)	13.0	15.0	--	--	12.0	--	--	17.0	--	--	57.0
Area B(5)	27.5	13.0	--	--	--	--	--	--	--	--	40.5
Subtotal	40.5	28.0	--	--	12.0	--	--	17.0	--	--	97.5
"Spot Expansion Sites"	--	1.0	--	1.0	--	--	1.0	--	1.0	--	4.0
TOTAL	40.5	29.0	--	1.0	12.0	--	1.0	17.0	1.0	--	101.5
LAND DISPOSITION											
Major Project Areas(3)											
Area A(4)	--	9.0	5.0	3.0	4.0	3.0	3.5	10.0	10.0	9.5	57.0
Area B(5)	--	9.0	7.0	5.0	7.0	6.0	6.5	--	--	--	40.5
Subtotal	--	18.0	12.0	8.0	11.0	9.0	10.0	10.0	10.0	9.5	97.5
"Spot Expansion Sites"	--	--	1.0	--	1.0	--	--	1.0	--	1.0	4.0
TOTAL	--	18.0	13.0	8.0	12.0	9.0	10.0	11.0	10.0	10.5	101.5

(1) Assumes: Phase I, 1976-1980 and Phase II, 1981-1985.

(2) It is possible for the program to continue beyond 1985 if warranted.

(3) Area south of I-670 right-of-way bounded by Kansas River on the west, Kemper Arena on the south, and major rail yards on the east.

(4) Bounded by the Kansas River on the west, Kemper Arena on the south, Genessee Street on the east and the I-670 right-of-way on the north.

(5) Bounded by Genessee Street on the west, Kemper Arena on the south, major rail yards on the east and the I-670 right-of-way on the north.

Source: Gladstone Associates.

There are three major functions associated with implementation of the conservation/redevelopment concepts:

- Public Improvements covering basic infra-structure items such as storm sewers, streets, sanitary sewers, sidewalks, employee parking lots, flood protection measures, etc. to be undertaken and funded by the public sector. The scale, character and timing of these activities would reflect an approved master plan and development schedule for the CID. Funding would come from local, state and federal government sources and could be raised through a combination of grants from the federal government (e.g., EDA and FAU), allocation of local discretionary funds (e.g., Community Development Revenue Sharing) to the project to serve as a matching share for federal grants, bonds issued by the local government (e.g., general obligation bonds, benefit districts, or revenue bonds to be amortized by user fees).

- Land Development and Associated Administrative Activities would include acquiring land, relocation of existing users, making site specific improvements (e.g., clearance, extending utilities where necessary, grading and landscaping, etc.) and selling ready-to-build sites to final users with any net revenues put into a general fund for financing subsequent activities. *An entity could be organized as a quasi-public/private non-profit corporation, for work specifically within the Central Industrial District, with powers to acquire land (through eminent domain if necessary), receive government funds, contract for appropriate physical improvements, and sell land to final users. In addition, this group would handle comprehensive management of all project functions to insure that development efforts correspond to CID tenant needs and improvements move forward on schedule.* In essence, the development entity would act as an agent for the City in providing centralized management and coordination of the CID project. Within broad policy guidelines established at the outset, this group should be able to make decisions regarding the majority of project activities. This organizational approach will provide an efficient framework wherein numerous decisions required throughout the development can be made quickly. Further, overall project management by a carefully chosen "development staff" can virtually eliminate undue administrative burdens on local government agencies involved in the process. Finally, this entity would be responsible for staying in close touch with CID tenants to insure that their needs are appropriately reflected in development program activities. If possible, joint "endorsement and sponsorship" of this group by the cities of Kansas City, Missouri and Kansas City, Kansas would be desirable.

- Marketing and Promotion Functions designed to change the public perception of the CID and actively attract new firms to the CID are key factors in aiding program success. These elements could be handled, in part, by a staff associated with the development group working in close cooperation with local brokers. Alternatively, this function could be undertaken exclusively by local industrial land brokers (for example, one or two "coordinators" might be retained to both promote the area and encourage other brokers to do likewise). It should be noted that these important activities are often overlooked in similar developments and as a result, project performance is substandard.

Prior to setting up the organization structure, final determination of available local financial resources in both government and private sectors must be made. Second, federal funding opportunities should be analyzed through direct contacts with appropriate agencies. Once a realistic assessment of available funding is complete, it will be possible to determine the final scope and timing of conservation/redevelopment programs. Agreement among local jurisdictions as to program responsibilities and financial commitments should be followed by submission of funding applications to the federal government. With funding in place, organizations can be established for implementing the program and development can proceed.

Since this project will require substantial local government participation--even if relatively large federal grants are received--utilization of "Chapter 353 Urban Redevelopment Corporation Law" does not seem necessarily appropriate. In short, the tax abatement provisions of this legislation will reduce revenues accruing to the city government without diminishing the amount of direct local government financial participation required to make redevelopment in the CID economically and financially feasible.

The tax abatement and eminent domain provisions of the "353" law are principally designed to encourage privately financed development and enhance project marketability. In the CID project, the "353" tax abatement would have only minor, if any, impact on improving marketability and it is unlikely that a major developer could be attracted to the CID based upon the "353" incentive package.

Finally, the "Missouri Planned Industrial Expansion Law" could have applicability to the CID redevelopment project if the provisions of this law were combined with the recommended creation of a quasi-public/private non-profit redevelopment entity with singular responsibility and authority within the Central Industrial District. The primary implementation mechanism in the CID must focus on the specific needs of this particular area, drawing upon available state legislation, while not being diminished in effectiveness by competing redevelopment projects within the City of Kansas City, Missouri, Jackson County or the Kansas City Metropolitan Region.

REDEVELOPMENT PRIORITIES

Introduction

One objective of the Economic Development Plan was to delineate alternative potential redevelopment areas in the CID and to establish a priority rank for redevelopment relative to each delineated redevelopment area. The first step in this analysis, to delineate redevelopment project areas within the Central Industrial District, is graphically summarized on Map 12: Redevelopment Priorities. The second step in this analysis, to rank each delineated redevelopment area relative to a series of blight declaration and economic development factors is summarized in Table 8: Generation of Redevelopment Priorities on page 82. The text discussion included within this section of the report relates throughout to these two exhibits.

Delineation of Redevelopment Areas

In delineating alternative redevelopment project areas, an attempt was made to identify generally homogeneous subareas within the Missouri CID which were basically unique in comparison to other subareas within the CID relative to existing land use patterns, existing building and site conditions, street conditions, property ownership patterns, traffic flow characteristics, utility service areas, visual appearance, previously identified redevelopment needs and the availability of vacant or underutilized land for redevelopment. The primary edges of the delineated redevelopment areas tended to fall along major thoroughfares and/or rights-of-way which make functional and visible transitions between and among district subareas within the CID. On Map 12: Redevelopment Priorities, there are 14 alternative redevelopment project areas graphically delineated, using the generally summarized methodology described above. The 14 areas described on Map 12 will be discussed throughout this section of the report, with the exception of Area Number 13, currently the site of the Kemper Arena and the American Royal Facilities. All other areas indicated on the map have been included within this section of the report in terms of an analysis for redevelopment potential.

Priority Ranking Methodology

Directly related to Map 12 is Table 8: Generation of Redevelopment Priorities, on page 82. This table summarizes in a very brief format the basic logic, approach, and resultant priorities involved in this analysis of a redevelopment strategy for the Kansas City, Missouri Central Industrial District. In establishing Redevelopment Priority Ranks for each alternative redevelopment area in the CID, two separate sets of factors were analyzed.

The first set of factors, entitled Blight Declaration Factors, was concerned with establishing redevelopment needs which relate to the necessary blight declaration required in the Chapter 353 "Urban Redevelopment Corporations Law" and Chapter 36 of the Kansas City Code entitled "Urban Redevelopment." In both of these documents, a declaration of blight is required in order for a potential redevelopment area to qualify under the provisions of Missouri Redevelopment Law.

In somewhat of a contrast to the blight declaration factors, a second series of factors have been applied to the analysis in order to generate a comprehensive strategy for redevelopment in the CID. This second set of factors refers to Economic Development Factors, or factors not necessarily related to blighting influences, which may by their presence encourage successful private redevelopment activity.

From the analysis of these two separate sets of factors comes a Composite Blight Index and a Composite Development Index. The combination of these two indices is expressed as a Composite Redevelopment Index, indicated in Table 8. Finally, by clustering equivalent areas of a similar Composite Redevelopment Index, Redevelopment Priority Ranks have been assigned to each subarea within the Kansas City, Missouri CID, with the exception of Area Number 13, previously described as the current site of the Kemper Arena and the American Royal Arena. The factors briefly introduced in this section of the report will be further discussed throughout the remainder of this section.

Blight Declaration Factors

In determining a relative ranking of blighting influences within the 14 subareas in the CID, six basic factors were identified as being the primary causes of blight in the CID. These six factors were as follows:

- Existing Land Use Conflicts (illustrated on Map 2: Existing Land Use).
- Substandard Building Conditions (illustrated on Map 3: Existing Building and Site Conditions).
- Substandard Street Conditions (illustrated on Map 4: Street Conditions).
- Poor Visual Appearance (noted in Existing Land Use and Building Conditions Survey).
- Existing Traffic Conflicts (illustrated on Map 6: Traffic Flow and Conflicts).
- Inadequate Storm Drainage (illustrated on Map 7: Sewer Systems).

Each of the six identified factors contributing toward a Composite Blight Index, was weighted equally in arriving at the composite score or blight rating in each of the 14 subareas. By way of brief explanation, the approach in analyzing each Blight Declaration Factor is summarized in this section of the report.

Initially, Existing Land Use Conflicts were identified for each subarea on the basis of existing conflicting land uses within each subarea as well as upon interrelated land use conflicts within adjacent subareas. Within the Central Industrial District, this primarily referred to conflicts between retail users and industrial users of land within the CID. The highest incidence of land use conflict was identified in Area Number 11, with secondary areas of conflict in Area Number 10 and Area Number 12. All three of these areas are located directly north of the Kemper Arena and American Royal Arena site and directly south of the proposed I-670 right-of-way.

Secondly, Substandard Building Conditions were identified for each subarea, or those buildings which were ranked as being in deteriorated or dilapidated condition. With this factor considered, Area Number 8 and Area Number 11 were the areas with the most severe building condition blighting factors, with Areas Number 1, 5, 7 and 10 following closely behind.

The third factor, Substandard Street Conditions, was graded on the basis of the relative occurrence of substandard streets in a given subarea. With this factor considered, Areas Number 5, 7 and 8 showed the highest incidence of blighting influence, closely followed by Areas Number 1 and 9.

The fourth blighting influence, Poor Visual Appearance, was arrived at independently from building, site and street conditions. This factor refers to the general level of maintenance and visual appearance of each district subarea. With this blight index factor considered, Area Number 7 was ranked as having the most severe problems, closely followed by Areas Number 11, 10, 8 and 6.

The fifth factor within the blight declaration ranking process was Existing Traffic Conflicts. This factor was graded on the basis of identified traffic conflicts located at rail intersections and street intersections with poor geometric design and/or traffic signalization. The criteria for arriving at this analysis of traffic conflict was provided, in a large part, by the Transportion Department of the City of Kansas City, Missouri. Considering the traffic conflicts, Areas Number 8 and 5 show the highest level of blighting influence within this consideration. These two areas are closely followed by Areas Number 7, 9 and 6.

Finally, the sixth factor considered within the declaration of blight process was Inadequate Storm Drainage. Areas currently beset with problems due to inadequate storm sewerage were ranked as having the highest level of blighting influences. These factors were taken from the Preliminary Study for Central Industrial Sewers prepared for the Department of Public Works, Kansas City, Missouri in 1972. In addition to this factor, areas within the CID with various levels of flooding due to Turkey Creek considerations were also ranked relative to their potential frequency of flooding. These areas were taken from the publication, Flood Plain Information/Turkey Creek/Metropolitan Kansas City, prepared by the U. S. Army Corps of Engineers and published in January, 1974. Considering areas of inadequate storm drainage, the most severe problems appear in Area Number 8 and Area Number 7. Most other subareas within the CID have some degree of local storm drainage inadequacy, with varying levels of intensity.

With each identified subarea given a relative score for each Blight Declaration Factor, a total score, or Composite Blight Index, was computed for each of the fourteen areas, with the exception of Area Number 13 as previously discussed. The areas with the highest Composite Blight Index scores were assigned the notation of having the highest relative incidence of blighting factors within the Missouri portion of the Central Industrial District. For the Composite Blight Index scores computed, Areas Number 8 and 7 stand out clearly as the two subareas within the Central Industrial District with the highest relative level of blight present. These two areas are then followed by Area Number 5 and Area Number 11 in the blight declaration process. Thus, in order to maximize the impact upon removal of blighting influences within the CID, as an integral element within the redevelopment strategy for this study area, the areas just mentioned should receive top redevelopment priority.

Economic Development Factors

Considered to be of equal importance in addressing a redevelopment strategy for the CID, however, is the need to address certain Economic Development Factors which are to be considered independent from Blight Declaration Factors. Thus, the identified Economic Development Factors should recognize only those development strategy components which relate to increased probabilities of successful development regardless of the presence of blighting influences. Thus, these factors are weighted more heavily toward private redevelopment viewpoints as opposed to the public benefits considered within the Blight Declaration Factors analysis. Within this section of the analysis, six factors were considered:

- Identified Redevelopment Needs (illustrated on Map 1: Employer Survey Response).
- Available Vacant/Underutilized Land (illustrated on Map 3: Existing Building and Site Conditions).
- Consolidated Land Ownership (illustrated on Map 5: Property Ownership).
- Accessibility/Streets and Rail (illustrated on Map 6: Traffic Flow and Conflicts).
- Minimum Utility Improvements (illustrated on Map 7: Sewer Systems).
- Public Investment/Buffering (illustrated on Map 5: Property Ownership).

Again, weighted independently and in a manner similar to the Blight Declaration Factors, each of these factors was evaluated and the sum total was expressed as a Composite Development Index. In contrast to the Composite Blight Index, this index expresses the viewpoint of private redevelopment potential, independent of the desirability of addressing blighting influences as a separate component of the comprehensive redevelopment strategy.

The first Economic Development Factor analyzed was the classification of Identified Redevelopment Needs, or an expression of relative requirements for expansion expressed by current employers within the Central Industrial District. Thus, this factor addresses internal marketing demand generated, potentially, by employers currently located within the Central Industrial District. This factor will be supplemented by external market demand factors, as projected in a previous section of this report. Considering the needs of the existing employers for expansion within the CID, Area Number 8 ranked highest in this regard. This area was closely followed by Area Number 7, considering this factor.

Secondly, each subarea was ranked relative to the Availability of Vacant and/or Underutilized Land for redevelopment purposes. This factor would apply to external market demand criteria as well as internal market factors, considered in the Identified Redevelopment Needs. With this factor considered, Areas Number 10 and 12 received highest scores. Area Number 10, the property of the Kansas City Stockyards, is under single ownership and, in the estimation of this analysis, could be utilized at a higher and more intense land use activity. Area Number 12 contains a majority of the vacant available land within the CID, in contrast to most of the other areas within the District. With this factor considered, Area Number 12 ranked highest for private redevelopment potential, closely followed by Area Number 10. These areas were then followed by Area Number 14 and Area Number 11.

Then, the fifth factor considered was Minimum Utility Improvements. This factor referred to the relative need for separation of sanitary and storm sewers in each redevelopment area. Other utility systems are judged to be generally adequate and equally available to each identified redevelopment area. In this regard, Area Number 1 ranked the highest, followed next by Areas Number 2, 3, 10 and 14.

Finally, the private development interest was expressed by analyzing the Public Investment/Buffering as an incentive for redevelopment activities. This factor refers to desirability of private development to anchor to an edge protection buffering of public investment, exemplified in the CID by the Kemper Arena and the I-670 right-of-way. The edge of protection and buffering provided by public investment land assembly and/or corridors provides some protection to private development in terms of controlling its own environment and eliminating potential competing redevelopment projects at its boundaries. With this factor considered, Areas Number 10 and 12 received the highest ranking. These areas were followed closely by Areas Number 1, 11 and 14.

Composite Development Index

Finally, as a result of the Economic Development Factors analysis, a Composite Development Index was quantified for each potential redevelopment area. From this viewpoint, Areas Number 10 and 12 received the highest score for private redevelopment potential. These areas were followed next by Areas Number 1 and 14.

Redevelopment Priority Ranking

In arriving at an appropriate economic development plan and strategy for the CID, it was judged to be equally important to address Blight Declaration Factors as well as Economic Development Factors in arriving at a balanced strategy for implementation within the CID. Thus, a Composite Redevelopment Index was computed for each of the 14 areas, with the exception of Area Number 13, in order to arrive at a systematic ranking of each project area both in terms of addressing blight and blight influencing factors within the CID, as well as addressing those areas with the highest probabilities of economic development potential. In this regard, the areas with the highest Composite Redevelopment Index include Areas Number 8, 10 and 12. These areas are closely followed by

Areas Number 7 and 11. Area Number 5 appears as a third priority area for consideration. All other areas appear lower in the priority analysis.

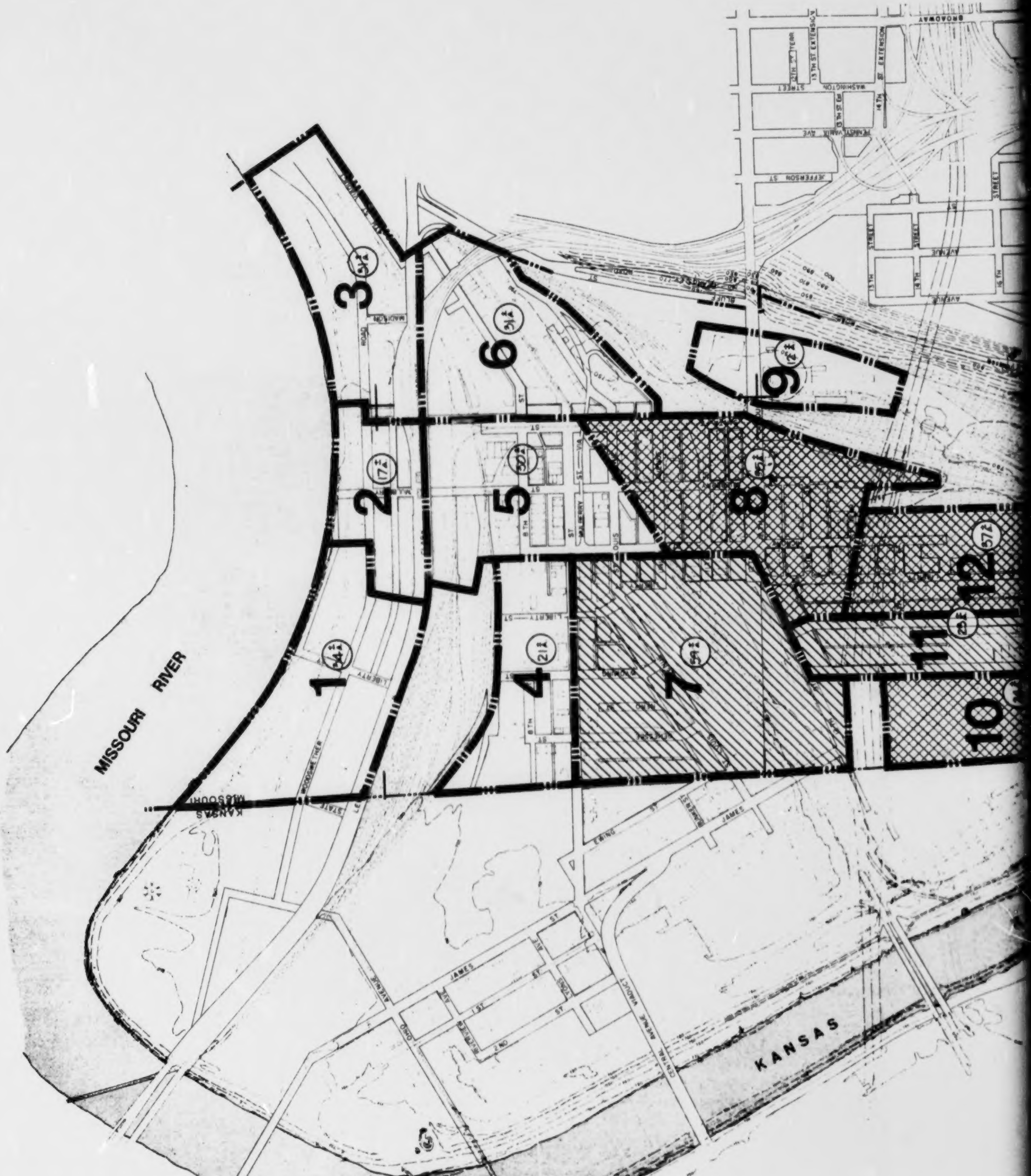
The Composite Redevelopment Index, as expressed on Table 8 on page 82, establishes criteria for constructing a Redevelopment Priority Rank for each alternative area for redevelopment within the CID. From this analysis, it appears that Areas Number 8, 10 and 12 should be developed as a top priority, following the logic included within this analysis. Area Number 8 deals with a project which would address itself to the removal of a concentration of blighting influences within the heart of the Central Industrial District. Areas Number 10 and 12, on the other hand, primarily address projects with concentrations of available vacant and/or underutilized land. Area Number 8, located north of the I-670 right-of-way, would appear to be a most logical candidate for redevelopment north of this corridor, an example of addressing Blight Declaration Factors as a primary redevelopment consideration. Areas 10 and 12, developed jointly or independently, could address certain Blight Declaration Factors but would emphasize redevelopment potential of existing vacant and/or underutilized land within the CID. It should be noted that Area Number 11, located between Areas 10 and 12, is given a priority rank of two and, therefore, could be considered if it were advantageous to cluster Areas 10, 11 and 12 into a combination of projects. Further, Areas Number 10, 11, 12 and 8 form a consolidated wedge for redevelopment within the very center of the CID.

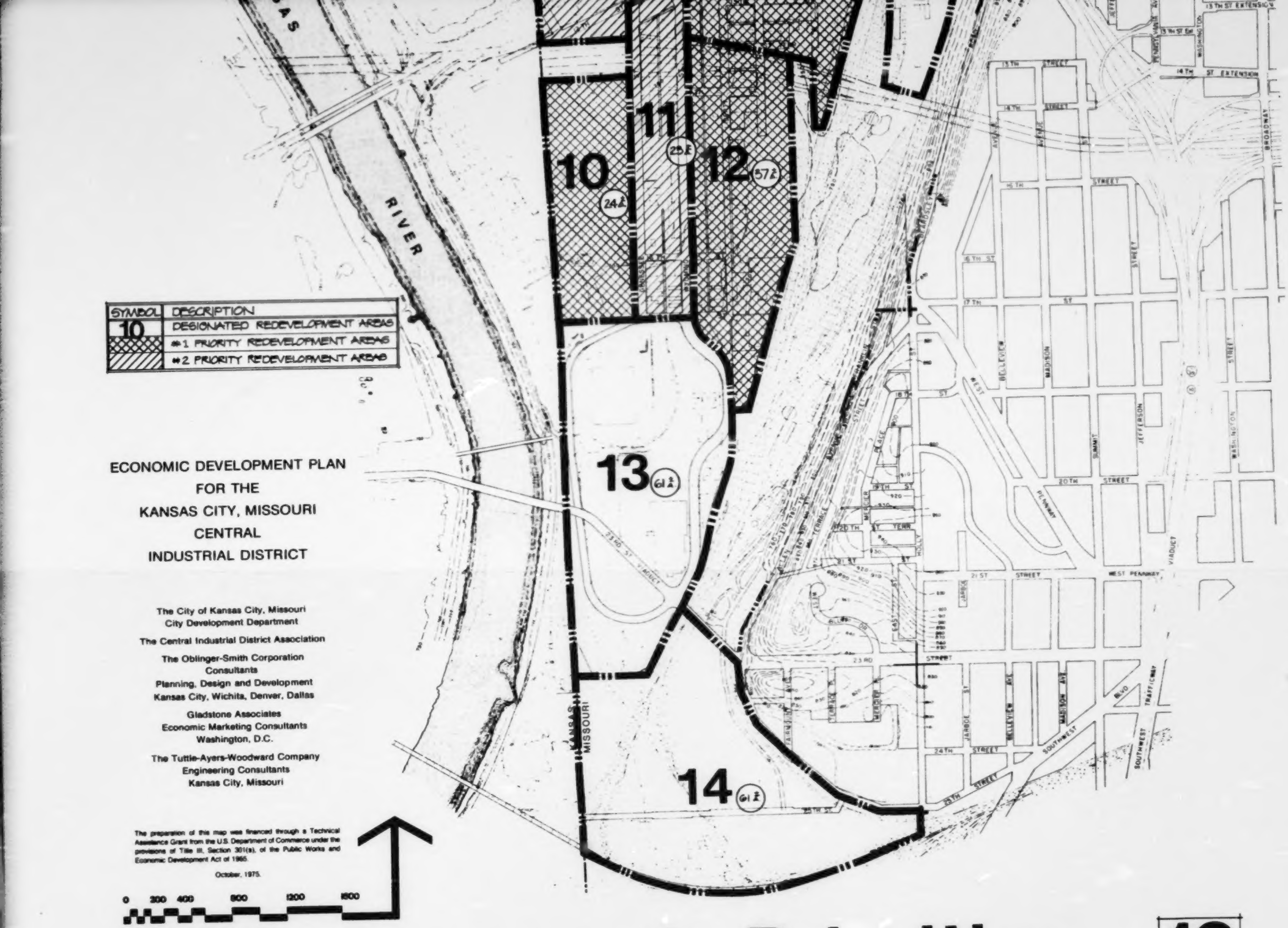
Other secondary priority areas include Area Number 7 and, to a lesser degree, Area Number 5. It is probable that these two areas could be benefited greatly by improvements proposed in Area Number 8, as a result of a comprehensive redevelopment strategy. For example, street improvements and sewer improvements in Area Number 8 would necessarily benefit Area Number 5, and secondarily, Area Number 7. It is possible that the removal and/or reduction of blighting influences in Area Number 8 would have a positive and influential effect upon Areas Number 5 and 7 in reducing some of their problem areas.

TABLE 8

GENERATION OF REDEVELOPMENT PRIORITIES

ALTERNATIVE AREAS FOR REDEVELOPMENT (1)	BLIGHT DECLARATION FACTORS							ECONOMIC DEVELOPMENT FACTORS								
	Existing Land Use Conflicts (2)	Substandard Building Conditions (3)	Substandard Street Conditions (4)	Poor Visual Appearance (5)	Existing Traffic Conflicts (6)	Inadequate Storm Drainage (7)	COMPOSITE BLIGHT INDEX	Identified Redevelopment Needs (8)	Available Vacant/Underutilized Land (9)	Consolidated Land Ownership (10)	Accessibility/Streets & Rail (6)	Minimum Utility Improvements (11)	Public Investment/Buffering (10)	COMPOSITE DEVELOPMENT INDEX	COMPOSITE REDEVELOPMENT INDEX	REDEVELOPMENT PRIORITY RANK
AREA NO. 1	2	8	8	6	2	1	27	3	2	7	3	10	8	33	60	4
2	4	3	6	6	4	4	27	5	1	5	4	8	6	29	56	4
3	3	6	4	5	4	3	25	3	2	6	3	8	5	27	52	5
4	6	2	6	6	4	5	29	1	5	5	5	2	3	21	50	5
5	5	8	10	7	9	6	45	4	2	1	6	7	2	22	67	3
6	4	4	6	8	7	7	36	6	1	2	3	2	2	16	52	5
7	7	8	10	10	8	9	52	8	3	3	4	3	1	22	74	2
8	6	10	10	8	10	10	54	10	1	1	5	7	3	27	81	1
9	2	4	8	6	7	3	30	1	1	8	3	6	2	21	51	5
10	8	8	2	8	2	5	33	4	8	10	9	8	10	49	82	1
11	10	9	4	9	6	5	43	5	4	5	7	5	8	34	77	2
12	8	6	6	6	6	5	37	5	8	7	10	5	10	45	82	1
13	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
14	1	2	2	4	2	3	14	1	7	7	7	8	8	38	52	5


MISSOURI RIVER
KANSAS
KANSAS
MISSOURI
1
2
3
4
5
6
7
8
9
10
11
12
BROADWAY
WASHINGTON
PENNSYLVANIA AVE
JEFFERSON ST
13TH ST EXTENSION
14TH ST EXTENSION
BLUFF
MADISON
ROAD
LIBERTY
MULBERRY
ST LOUIS
8TH ST
WOODSWETHER
STATE LINE
EWING ST
JAMES
CENTRAL AVENUE VIADUCT
OHIO AVENUE
1ST ST
2ND ST


10
24£
11
25£
12
57£
13
61£
14
61£
RIVER
KANSAS
MISSOURI
23RD ST VIADUCT
BROADWAY
WASHINGTON
JEFFERSON
SUMMIT
MADISON
BELLEVIEW
WEST PENNWAY
SOUTHWEST BLVD
SOUTHWEST TRAFFICWAY
JARBOE
VIADUCT
0 300 400 800 1200 1600

SYMBOL	DESCRIPTION
10	DESIGNATED REDEVELOPMENT AREAS
▨	#1 PRIORITY REDEVELOPMENT AREAS
▨	#2 PRIORITY REDEVELOPMENT AREAS

ECONOMIC DEVELOPMENT PLAN
FOR THE
KANSAS CITY, MISSOURI
CENTRAL
INDUSTRIAL DISTRICT

The City of Kansas City, Missouri
City Development Department

The Central Industrial District Association

The Oblinger-Smith Corporation
Consultants
Planning, Design and Development
Kansas City, Wichita, Denver, Dallas

Gladstone Associates
Economic Marketing Consultants
Washington, D.C.

The Tuttle-Ayers-Woodward Company
Engineering Consultants
Kansas City, Missouri

The preparation of this map was financed through a Technical Assistance Grant from the U.S. Department of Commerce under the provisions of Title III, Section 301(a), of the Public Works and Economic Development Act of 1965.

October, 1975.

Redevelopment Priorities 12

REDEVELOPMENT PLAN AND PROGRAM

Introduction

Pursuant to the previous discussion presented relative to economic development policies and priorities, this section of the analysis presents a brief summary of the major proposed features of a Redevelopment Plan for the Central Industrial District. The major components of this Plan are illustrated on Map 13: Redevelopment Plan and are reflective of previously summarized policies, strategies and priorities for redevelopment within the CID. As noted on Map 13, overall plan recommendations have been summarized for both the Missouri portion and the Kansas portion of the Central Industrial District. The Missouri development strategy components were derived from work tasks conducted within this specific study and proposals within the Kansas City, Kansas portion of the CID were derived from previous planning efforts conducted under the auspices of the Kansas City, Kansas Urban Renewal Agency as well as previous planning studies prepared for the Kansas City Stockyards Company. The major features of the proposed physical development strategy for the CID are in the following discussion.

Rail and Non-Rail Industrial Areas

One of the major features of the Proposed Redevelopment Plan is to identify areas in which rail users are allowed to continue and, conversely, non-rail industrial areas in which rail spurs, on-grade crossings and industrial rail users are systematically phased out and relocated into rail industrail areas within the CID. The objective within this proposed strategy is to create a wedge of non-rail industrial land use through the center of the CID, basically running in a north-south direction in order to minimize rail and vehicular conflicts and, as a result, to create a more efficient transportation network within the CID. This strategy element is illustrated on Map 13 and reflects a general policy of locating rail oriented industry out of the central portion of the CID, and more directly adjacent to existing rail yards and major spur line concentrations. This development strategy component would require a continued effort by a quasi-public/private redevelopment entity which would be responsible for continued negotiations with the various railroads involved as well as in providing appropriate relocation facilities and services for rail oriented industries who are currently located within the area designated as "non-rail" areas. It is anticipated that this element of the strategy could require up to 10 years to realize complete implementation.

Retail Commercial and Services Spine

Another primary element of the Redevelopment Plan illustrated on Map 13 is the proposed development of a retail commercial and services spine between the one-way pair of streets, Genessee and Wyoming. This would extend from 12th Street south to the Kemper Arena property. In addition, the land currently occupied by the Stockyards Exchange Building would also be reserved for retail commercial and services use. On the Kansas side, retail uses would be clustered in

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a small area directly south of 9th Street. The purpose of a strategy component in which retail commercial and services uses would be consolidated is directed toward an objective of minimizing existing land use conflicts between industrial and non-industrial users of the CID. Also, the retail commercial and services use areas could better function as an activity focus of the CID, related both to serving day-time industrial users and night-time patrons of the Kemper Arena and American Royal Arena.

The creation of a retail commercial and service spine between Genessee and Wyoming Streets is a critical portion of the overall redevelopment strategy as proposed. This element of the strategy would necessitate the removal of rail spur service between Genessee and Wyoming Streets which currently crosses the American Royal Arena and Kemper Arena parking lots. It is proposed that current users of this rail spur be systematically relocated into other areas of the CID and this rail spur eventually be phased out of operation.

Riverfront Land Uses

On Map 13, general land use policies toward commercial and recreational use of the Kansas and Missouri Riverfronts are illustrated. As proposed, the northern edge of the CID, along the Missouri River, would be maintained for public utility/industrial uses such as the existing Kansas City, Missouri Municipal Wharf, the Pollution Control Facility, and the Kansas City, Kansas sewage treatment facility. The remainder of the riverfront, located in Kansas and along the Kansas River, would be maintained for public recreational and open space uses. A proposed marina site, by the City of Kansas City, Kansas, is anticipated in a preliminary way at the confluence of the Missouri and Kansas Rivers. This would be linked to the Kemper Arena site by a linear open space element along the flood levees, incorporating the top of the levees as elements of a trail system. This development would be minimal in nature, with emphasis upon visual improvements rather than the creation of intensive recreational activity nodes. All planning proposals for commercial and recreational uses of the Kansas and Missouri Riverfronts must be coordinated with current efforts and plans being conducted by the Corps of Engineers, the Mid-America Regional Council and the City of Kansas City, Kansas.

Vehicular Access Systems

Basic to the overall organization of the Redevelopment Plan is the creation of two distinct vehicular access sytems: 1) a Regional Primary Arterial System; and 2) an Industrial Arterial System. The Regional Primary Arterial System is currently comprised of 23rd Street, the American Royal and Kemper Arena Loop Road, the Genessee-Wyoming Streets one-way pair, and 12th Street. It is proposed that this Regional Primary Arterial System be maintained as the major linkage to the Interstate Highway System, which includes Interstate Highway 70, the Lewis and Clark Viaduct, and Interstate Highway 35. Also, the proposed Interstate Highway 670 would tie into this Regional Primary Arterial System in the future.

The second vehicular access sytem would be an Industrial Arterial System which would relate to the specific needs of primary circulation of industrial traffic within and through the Central Industrial District. Currently, Woodswether Road and 9th Street combined with the Mulberry Viaduct serve this function. However, there is no current north-south Industrial Arterial linkage in the CID north of the Kemper Arena. Thus, it is proposed to create a north-south Industrial Arterial as an integral part of the overall Redevelopment Plan for the CID. A proposed north-south Industrial Arterial is indicated on the Redevelopment Plan, connecting the Kemper Arena and American Royal Loop Road on the south with the 12th Street Viaduct in the center of the CID and with Woodswether Road at the extreme northern edge of the CID. This proposed arterial would utilize existing rights-of-way on Liberty Street to the far south, Hickory Street in the center of the CID, and Mulberry Street in the extreme northern portion of the CID. Two additional segments of right-of-way would need to be acquired in order to make the appropriate transitions between existing rights-of-way. Also, intersection improvements should be proposed at the 12th Street Viaduct and at the Mulberry Street Viaduct.

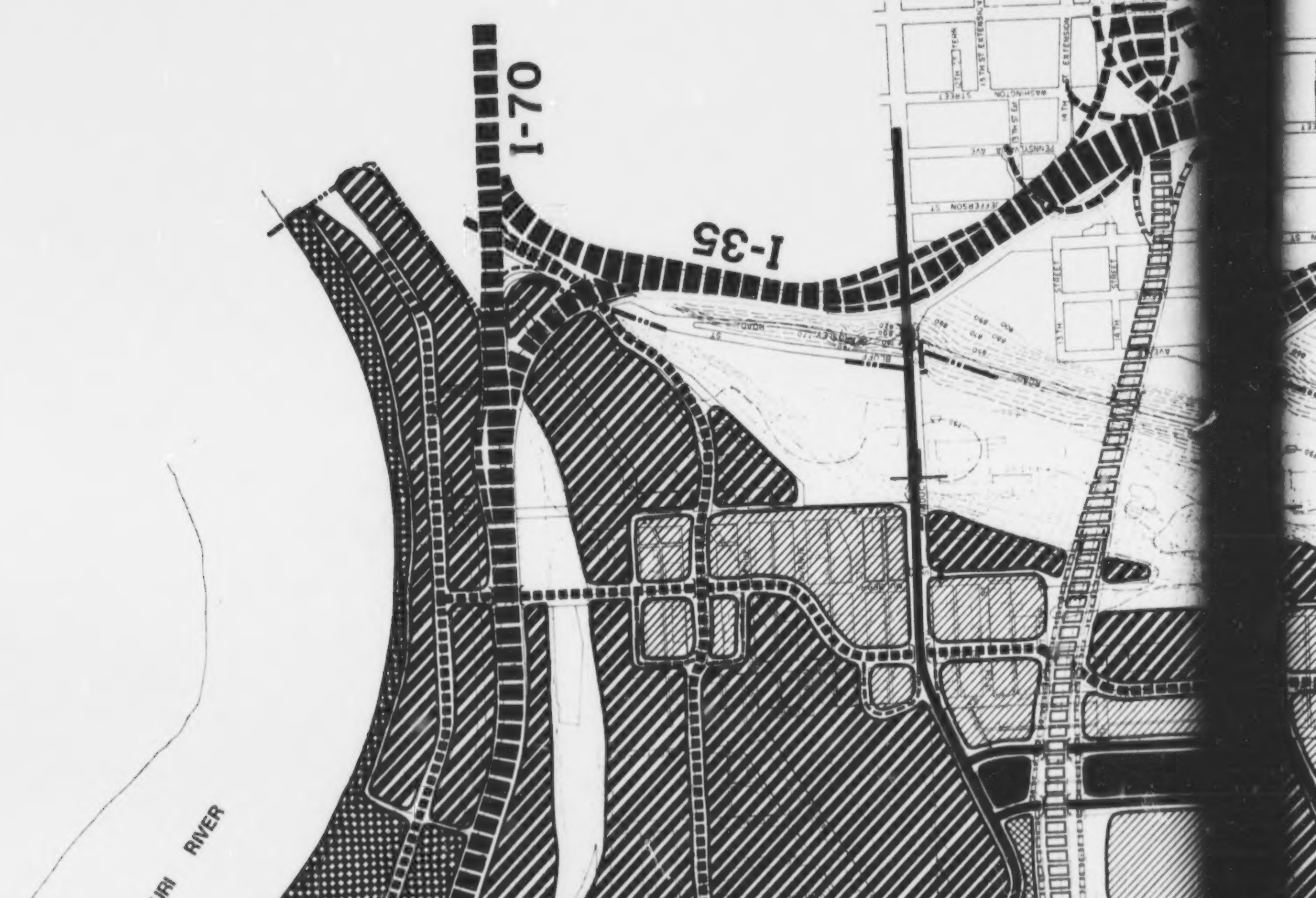
Railroad Consolidation and Relocation

As an integral part of the overall Redevelopment Plan, implications must necessarily influence a systematic program for railroad spur line consolidation, removal and/or consolidation. This is in specific reference to the maintenance of non-rail industrial areas in the CID, located in a strategic manner, in order to improve current vehicular access patterns within the area.

One of the basic components of this redevelopment strategy is the planned closing of the Chicago-Northwestern Railroad yards within the northern area of the CID. These yards are located immediately south of the Lewis and Clark Viaduct and, based upon current plans by the railroad, these yards could be closed and made available for future industrial redevelopment within the next five to ten years. Also key to the plan is the proposed closing of the rail lines running down the center of Santa Fe Street. The closing of the Chicago-Northwestern yards would also allow for this latter proposal to occur. Finally, the proposed north-south Industrial Arterial should be developed with a minimal number of on-grade crossings with rail spurs. During the detailed corridor alignment and planning phase of this proposed project, further study needs to be given to the systematic removal of conflicting rail spurs and on-grade crossings. Somewhat related to this is the necessary closing of the rail spur which runs north and south between the Genessee-Wyoming one-way street pair and which circles through the Kemper Arena parking lot.

Coordination with Kansas City, Kansas Plan

All elements of the overall Redevelopment Plan, discussed in this section of the report, have been coordinated with previous and current plans by the City of Kansas City, Kansas. These basic recommendations, as previously discussed, have been illustrated on Map 13: Redevelopment Plan.


I-70
I-35
I-670
MISSOURI RIVER
KANSAS
WASHINGTON
PENNSYLVANIA AVE
JEFFERSON ST
13TH ST EXTENSION
14TH ST EXTENSION

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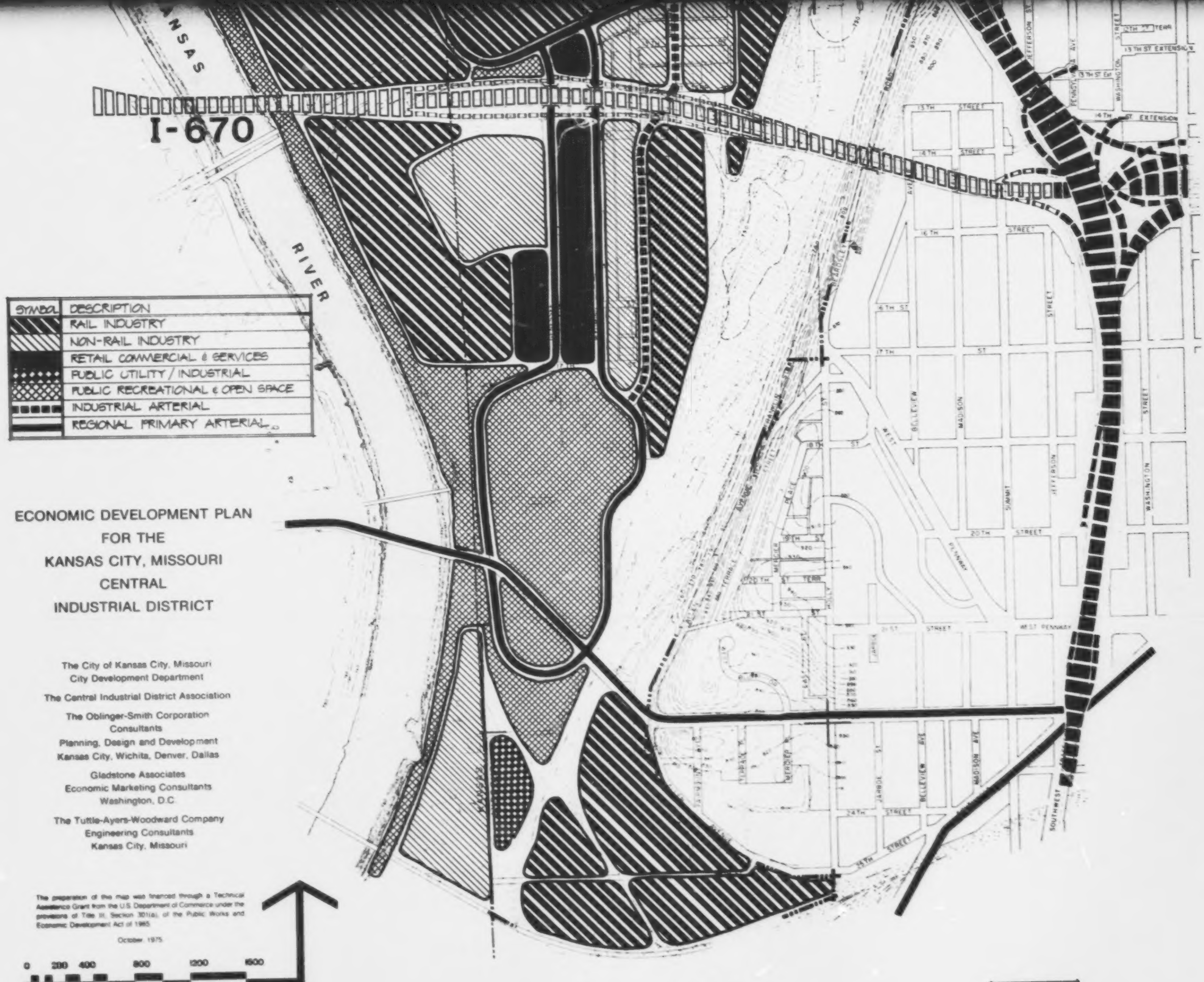
KANSAS
RIVER
I-670
SYMBOL | DESCRIPTION
RAIL INDUSTRY
NON-RAIL INDUSTRY
RETAIL COMMERCIAL & SERVICES
PUBLIC UTILITY / INDUSTRIAL
PUBLIC RECREATIONAL & OPEN SPACE
INDUSTRIAL ARTERIAL
REGIONAL PRIMARY ARTERIAL
12TH ST TERR
13TH ST EXTENSION
14TH ST EXTENSION
15TH STREET
14TH STREET
16TH STREET
17TH ST
20TH STREET
21ST STREET
24TH STREET
25TH STREET
JEFFERSON
PENNSYLVANIA AVE
WASHINGTON STREET
BELLEVIEW
MADISON
SUMMIT
WEST PENNWAY
MERCIER
SOUTHWEST
0 200 400 800 1200 1600

ECONOMIC DEVELOPMENT PLAN
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Kansas City, Missouri

The preparation of this map was financed through a Technical Assistance Grant from the U.S. Department of Commerce under the provisions of Title IX, Section 301(a), of the Public Works and Economic Development Act of 1965.

October, 1975

Redevelopment Plan

13

PHASE ONE PROJECT PLANS

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Introduction

Within this section of the report, proposed Phase One Projects are delineated and related cost estimates for development are presented in summary form. The text of this discussion refers to Tables 9 and 10 as well as the map of Phase One Plans, included within this section of the analysis. All costs presented in this section of the report are 1975 constant dollar estimates, including allowances for contingencies and fees related to actual construction. Costs presented in this section of the report do not include interest and other financing charges.

Phase One Project Areas

Within this study, two specific Phase One Project Areas have been delineated for the purposes of initiating major redevelopment activities in the Central Industrial District. Both of the delineated areas, as previously described in other sections of the report, are located south of the Interstate Highway 670 right-of-way, as proposed, and north of the Kemper Arena property. This development area spans from the Kansas River on the west to the rail yards and bluffs on the east. This does include a portion of land in the Kansas City, Kansas portion of the CID, but the majority of the property is located in Kansas City, Missouri. The Phase One Project Area located in Kansas is currently the site of the Kansas City Stockyards and is contiguous to, and in single ownership with, the Kansas City Stockyards property within Kansas City, Missouri.

Project Area "A" is defined by the Interstate Highway 670 right-of-way on the north, the Kansas River on the west, the Kemper Arena property on the south, and Genessee Street on the east. Project Area "B" is defined by the Interstate Highway 670 right-of-way on the north, Genessee Street on the west, the Kemper Arena property on the south, and the rail yards and bluffs on the east. Project Area "A" generally conforms with Area Number 10 on Map 12: Redevelopment Priorities and Project "B" generally conforms with Areas Number 11 and 12 combined, also shown on Map 12. The two Phase One Project Areas total approximately 97 acres for development purposes. Of this total, Project Area "A" comprises approximately 57 acres and Project Area "B" encompasses approximately 40 acres. Projected development costs for Projects "A" and "B" are included on Tables 9 and 10, within this section of the report.

There were no Phase One Projects proposed north of the proposed Interstate Highway 670 right-of-way due to feasibility problems uncovered within the analysis related to unusually high costs for development involved in infra-structure development and site clearance. The area north of I-670 will more logically be developed on a spot clearance and rehabilitation basis, ideally coordinated by a quasi-public/private non-profit redevelopment corporation as discussed in other sections of this report.

Public Development Projects

In addition to the Phase One Plans outlined in this section of the report, there is a distinct need for several publicly supported projects which are required to create the appropriate financial environment for private redevelopment activities. The proposed public development projects specified by this analysis are as follows:

- Storm Sewer System for Areas "A" and "B". This study proposes the development of a storm sewer system to serve Areas "A" and "B" which would involve the construction of a pump station, a river outfall line and collection lines to serve this entire area and to discharge storm drainage into the Kansas River. This proposal has been generally discussed in previous sections of this report. This project, vital to the success of development in Phase One Areas "A" and "B" is estimated at a total cost of $2,070,000. This includes an estimated cost of $1,150,000 for a new pump station, an estimated total of $575,000 for collection lines and $345,000 for a river outfall line. It must be emphasized that this project is critical to the entire redevelopment proposal outlined in this report, and must essentially be supported by public development financing mechanisms in order to create a viable redevelopment project.

- Storm Sewer System Improvements North of Interstate Highway 670. In the Missouri portion of the CID north of the proposed Interstate Highway 670 right-of-way, significant improvements are also required in the storm sewer system as previously outlined in this report. The total storm sewer improvements required north of I-670 are estimated at a total cost of $5,077,500. This project total includes: $2,242,500 for improvements to the Santa Fe Pump Station; $1,725,000 for construction of a new Mulberry Street trunk line; and $1,101,000 for collection lines throughout the remainder of the area north of the I-670 right-of-way, in the Missouri portion of the CID. It should also be emphasized that this project is key to the redevelopment of the CID north of the I-670 right-of-way. Also, it needs to be supported financially by a combination of public funds, with benefit district assessment an additional possible source in order to get the project developed. It should be noted that the total storm sewer improvements program required in the CID, including the storm sewer system for Areas "A" and "B," as well as the area north of I-670, totals an estimated $7,174,500 in cost. This project development should receive the highest priority by the City of Kansas City, Missouri in considering public investment strategies in the CID.

- Industrial Arterial Project. Also critical to Phase One Plans in the CID is the development of a north-south Industrial Arterial. As illustrated on the Map showing Phase One Plans, included within this section of the report, this important project could be broken into two phases. The first phase would connect the Kemper Arena Loop Road on the south with the 12th Street Viaduct on the north. This Phase One element would utilize existing right-of-way on Liberty Street and Hickory Street. A transitional segment of right-of-way would need to be acquired at the approximate mid-point of the street improvement project. It is estimated that this project would cost a total of $863,400. This would include: $182,000 for land acquisition; $230,600 for land clearance; $80,000 for relocation costs; and $370,800 for construction costs. Land acquisition could be conducted by a quasi-public/private redevelopment entity who could, in turn, sell the necessary right-of-way to the City of Kansas City, Missouri for the street construction project and retain excess land acquired for industrial redevelopment purposes. The costs included within this estimate are for land acquisition of the required right-of-way only.

The alignment for the proposed north-south arterial, Phase One portion, is illustrated on the Phase One Plan in this section of the report. It is judged to be the most desirable alignment for general planning purposes, based upon overall traffic circulation and cost considerations. One other alternative alignment was explored which involved tying Hickory Street directly into the one-way pair of Genessee and Wyoming Streets, and vacating the Liberty portion of the street system. This is a possible solution with some merit which should be further examined in a corridor study for the north-south arterial. However, it would necessitate the further mixing of industrial and commercial traffic on the one-way pair of Genessee and Wyoming Streets. Also, the Kemper Arena Loop Road would be more directly tied to the Industrial Arterial access system than it is at present, if this latter proposal were followed. The objective of this planning analysis has been to identify Genessee and Wyoming Streets as segments of the Regional Arterial System which will function for primary access into the CID, both for industrial as well as transient and commercial activities at the Kemper Arena and related land uses. The primary purpose for the Industrial Arterial is to create a separate system which can function efficiently both in normal operating periods for industrial use as well as at times of peak-hour traffic movement created by events at the Kemper Arena and/or American Royal Arena. Thus, the alignment for the north-south Industrial Arterial is preferred as shown on the Phase One Plans included within this section of the report. In any event, any final corridor alignment must be selected as a result of in-depth engineering analysis.

Also, a second phase of the proposed Industrial Arterial is shown on the Phase One Plans and extends north from the 12th Street Viaduct to Woodswether Road. This alignment follows Hickory Street and swings over to Mulberry Street as shown on the map. This area would involve the closing of several rail spurs and the consolidation of rail traffic to the maximum extent possible. Grade separations have not been included in cost estimates for this segment of the project due to the extremely high costs involved and the very low probability that such a grade separation program could be achieved in light of other necessary development project components recommended for the CID. As an on-grade solution, this phase of the north-south Industrial Arterial is estimated at a cost of $908,800. Of this total, the following costs apply: $136,500 for land acquisition; $202,000 for land clearance; $150,000 for relocation costs; and $420,300 for construction costs. Thus, with the total north-south Industrial Arterial project considered, the total cost for this improvement would be estimated at $1,772,200. This would complete both phases of the project as previously outlined.

This study recommends the inclusion of the first phase of the north-south Industrial Arterial project as a critical element in the overall redevelopment strategy for the CID.

Potential Federal Funding Sources for Projects Outlined

Within this section of the report, the few relevant federal funding sources available are summarized. For the Industrial Arterial Project, Federal Aid Urban Highway Funds could be utilized. This is a potentially maximum federal source of 70% of the development costs of the project. However, it is currently judged that only the portion from 12th Street to the Arena Loop Road would be eligible for FAU funding. The other projects outlined in this report could be funded through a combination of Community Development Funds and/or General Revenue Sharing Funds. Finally, the Economic Development Administration represents a potentially significant source of federal assistance to the CID Redevelopment Project. Currently, the CID is not eligible for Impact Area EDA construction grants. Thus, as a top priority, the City of Kansas City, Missouri needs to investigate the possibilities of having the CID declared eligible for EDA Impact Area construction project funding.

Building Construction, Rehabilitation and Demolition

On the map of Phase One Plans, proposed new buildings are indicated with a black dot on the new construction proposed. Existing buildings to be rehabilitated and retained in the CID are shown without any black dot within the roof area of the structure. Demolition of dilapidated structures has been proposed in this study as outlined in previous sections of this report. However, demolition of structures will not affect historically or architecturally significant buildings in the CID. This factor is also outlined in previous sections of the report.

Proposed Agribusiness Exhibit Hall

As illustrated on the Phase One Plans, an Agribusiness Exhibit Hall is shown in the block directly north of 17th Street and between the one-way pair of Genessee and Wyoming Streets. This is a project with a potential interest to the City of Kansas City, Missouri and manufacturers and distributors of agricultural implements. This facility could be directly tied to the Kemper Arena and American Royal Arena for the purposes of displaying recent and future technologies in agricultural implements and related industries. The feasibility of this project needs to be further explored through the City of Kansas City, Missouri, the Greater Kansas City Chamber of Commerce, and interested agricultural implement manufacturers and distributors.

TABLE 9

PROJECTED DEVELOPMENT COSTS/PHASE ONE PROJECTS
PROJECT AREA "A"(1)

PROJECT AREA "A" (#10)	PHASE I					PHASE II					TOTALS
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
Land Clearance(2)	$306,000	--	$458,500	--	--	$458,500	--	--	--	--	$1,223,000
Relocation Costs	--	--	--	--	--	--	--	--	--	--	--
Streets	--	--	$ 48,000	--	--	$ 71,200	--	--	$ 69,300(3)	--	$ 188,500
Rail Spurs(4)	--	--	--	--	--	$ 68,200	--	--	$ 52,200	--	$ 120,400
Water	--	--	$ 39,200	--	--	$ 39,200	--	--	--	--	$ 78,400
Sanitary Sewer	--	--	$ 43,500	--	--	$ 43,500	--	--	--	--	$ 87,000
Gas	--	--	$ 18,400	--	--	--	--	--	--	--	$ 18,400
Storm Sewer(5)	--	--	--	--	--	--	--	--	--	--	--
Electrical & Telephone	--	--	--	--	--	--	--	--	--	--	--
Grading & Earthwork	$ 11,800	--	$ 11,800	--	--	$ 6,500	--	--	--	--	$ 30,100
Exterior Lighting	$ 9,300	--	$ 10,800	--	--	$ 9,300	--	--	$ 3,100	--	$ 32,500
Security Fence	$ 3,500	--	$ 4,400	--	--	$ 9,400	--	--	$ 4,400	--	$ 21,700
Special Features	--	--	$ 3,800	--	--	--	--	--	--	--	$ 3,800
Sidewalks & Ped. Areas	$ 1,600	--	$ 8,500	--	--	$ 2,700	--	--	$ 2,700	--	$ 15,500
Seeding & Sodding	$ 3,900	--	$ 4,400	--	--	$ 3,100	--	--	$ 2,600	--	$ 14,000
Trees & Shrubs	$ 5,000	--	$ 8,700	--	--	$ 5,400	--	--	$ 4,000	--	$ 23,100
ANNUAL DEVELOPMENT COSTS(6)	$341,100	--	$660,000	--	--	$717,000	--	--	$138,300	--	$1,856,400

Source: The Oblinger-Smith Corporation and The Tuttle-Ayers-Woodward Company.

See page 5-11 for Notes.

TABLE 10

PROJECTED DEVELOPMENT COSTS/PHASE ONE PROJECTS
PROJECT AREA "B"(7)

PROJECT AREA "B" (#11, 12)	PHASE I					TOTAL
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Land Clearance(8)	$ 36,000	--	$252,700	--	--	$ 288,700
Relocation Costs	$ 40,000	--	$167,000	--	--	$ 207,000
Streets	--	--	--	$ 25,000	--	$ 25,000
Rail Spurs(4)	--	$ 32,000	--	--	--	$ 32,000
Water	--	--	--	--	--	--
Sanitary Sewer	$ 34,100	--	--	$ 25,800	--	$ 59,900
Gas	--	--	--	--	--	--
Storm Sewer(5)	--	--	--	--	--	--
Electrical & Telephone	--	--	--	$ 43,100	$ 43,100	$ 86,200
Grading & Earthwork	$ 8,000	--	--	$ 20,000	--	$ 28,000
Exterior Lighting	--	$ 18,500	--	--	$ 22,800	$ 41,300
Security Fence	--	$ 8,100	--	--	--	$ 8,100
Special Features(9)	--	$ 3,800	--	--	$ 57,700	$ 61,500
Sidewalks & Ped. Areas	--	$ 4,600	--	--	$245,600	$ 250,200
Seeding & Sodding	--	$ 3,100	--	--	$ 3,400	$ 6,500
Trees & Shrubs	--	$ 14,000	--	--	$ 14,000	$ 28,000
ANNUAL DEVELOPMENT COSTS(6)	$118,100	$ 84,100	$419,700	$113,900	$386,600	$1,122,400

Source: The Oblinger-Smith Corporation and The Tuttle-Ayers-Woodward Company.

See page 5-11 for Notes.

NOTES ON TABLES 9 and 10

(1) Defined by the Interstate Highway 670 right-of-way on the north, the Kansas River on the west, the Kemper Arena property on the south and Genessee Street on the east. Generally conforms to Area #10 on Map 12: Redevelopment Priorities plus the additional land on the Kansas side of the State Line. This property is currently the site of the Kansas City Stockyards, and includes the Stockyards Exchange Building, Auction Center, stockyard pens and related facilities. The total acreage is approximately 57 acres for development purposes.

(2) Land clearance cost estimates provided by the George Shaw Company. These costs relate to the phased demolition and clearance of the multi-level concrete hog pens at the Kansas City Stockyards. Costs are based upon an assumed proposal to cut the concrete columns, to drop the structure and to crush and dispose of the rubble on the Stockyards Company properties in the Kansas City, Kansas portion of the CID. An alternative method, involving the use of dynamite, could result in some cost savings but would also necessitate entire demolition of the structure in one phase. Based on current estimates, the three-story concrete hog pens could cost approximately $800,000 to demolish, the ramp systems would cost $75,000 to take down, and the power plant would cost $30,000 to clear from the site. A total of $318,000 has also been included in the total land clearance costs to cover additional required site clearance, preparation of land for development, and contingencies related to an assumed phasing of demolition activities. Salvage values are not estimated to be significant in this preliminary cost analysis.

(3) To be financed by federal funds as an integral part of the Interstate Highway 670 project, assuming that this project will be implemented within the ten-year development program.

(4) Provides an allowance for rail spur ralignment, and construction of new spurs, in order to serve new rail users in the proposed project development.

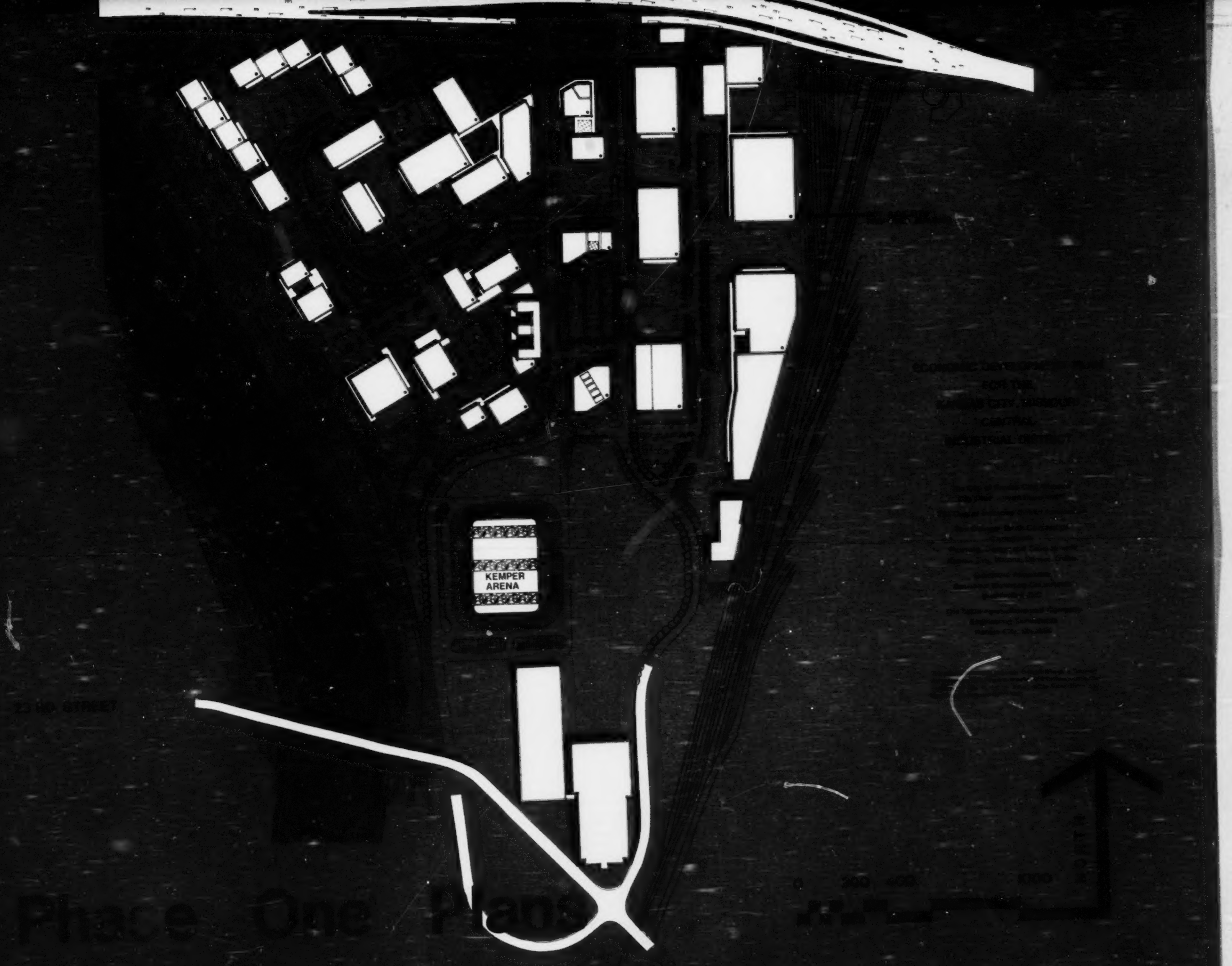
(5) Refer to separate discussion of storm sewer system costs included in this section of the report.

(6) All costs based on 1975 constant dollar estimates including contingencies and fees related to actual construction. Interest and other financing charges are excluded.

(7) Defined by the Interstate Highway 670 right-of-way on the north, Genessee Street on the west, the Kemper Arena property on the south, and the rail yards and bluffs on the east. Generally conforms with Areas #11 and #12 on Map 12: Redevelopment Priorities. The total area encompasses approximately 40 acres for development purposes.

(8) Land clearance cost estimates based on unit cost factors provided by George Shaw Company.

(9) Costs do not include the estimated project budget for an Agribusiness Exhibit Hall, a total of approximately $2,300,000.



KEMPER ARENA
23RD STREET
NORTH
0 200 400 1000

ECONOMIC DEVELOPMENT PLAN
FOR THE
KANSAS CITY, MISSOURI
CENTRAL
INDUSTRIAL DISTRICT

Phase One Plans

FISCAL/ENVIRONMENTAL

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FISCAL IMPACT ANALYSIS

Introduction

The following materials discuss the financial and fiscal implications of the CID redevelopment program described in previous sections of the report.

Financial Analysis

The net cost--land sale revenues less total development costs--of undertaking redevelopment programs in Project Areas A, B and C over the next 10 to 15 years equals approximately $13 million expressed in constant 1975 dollars. Alternatively stated, some $13 million of public funding will be required if all program elements are implemented.

The following table presents a revenue and cost summary for the entire CID conservation/redevelopment effort.

TABLE 11

REVENUE AND COST SUMMARY PROJECT AREAS A, B AND C
CID CONSERVATION/REDEVELOPMENT PROGRAM
(000's of 1975 Constant Dollars)

Total Land Sale Revenues	
Project Area A	$ 2,358.8
Project Area B	$ 1,676.0
Project Area C	--
Subtotal Revenues	$ 4,034.8
Less: Land Acquisition and Development Costs	
Project Area A	$ 5,907.5
Project Area B	$ 5,144.0
Project Area C	$ 5,977.3
"Spot Improvements" Revolving Fund	$ 200.0
Subtotal Costs	$17,228.8
Equals: Required Funding(1)	$13,194.0

(1) Does not include any interest on debt obligations or returns to any equity investment.

Source: Gladstone Associates; Oblinger-Smith Corporation.

Project Areas A and B represent the starting point for conservation/redevelopment activities. In summary, it is anticipated that local public authorities will begin undertaking major public improvements while, simultaneously, the quasi-public/private development entity begins purchasing land and preparing sites for resale to industrial users. Project Area C represents a costly and, in our view, somewhat longer term effort that is scheduled later in the program. The "spot improvements revolving fund" noted in Table 11 would be set up to aid firms with in-place expansion on an as-needed basis. Since the acreage involved in "spot improvement" activities will prbably be small and the development group will be dealing directly with the end-user, it is likely that this revolving fund can be nearly self sustaining with land sale revenues roughly equal to necessary expenditures.

Improvement costs in Project Area C total almost $6 million and are not offset by any land sale revenues. Anticipated work in this area consists of two major items: (1) extension of the planned industrial arterial; and (2) development of a storm sewer system to remedy flooding and sewer backup problems. These improvements--though needed--increase funding demands by about 85% over net capital requirements of development in Project Areas A and B. Further, Area C storm sewer and access improvements are scheduled for initiation in the sixth year of development--at the earliest--and continue throughout the final stages of the program. Accordingly, we believe that early focus on Project Areas A and B is appropriate now with attention to Area C improvements at a later stage.

Phase I and early stages of Phase II will concentrate principally in Project Areas A and B. Roughly 100 acres of land would be acquired here in accordance with the acquisition schedule set forth earlier in this report. It is estimated that land could be acquired from present owners for around $1.10 per square foot (in 1975 dollars). This price represents a mid-point of recent prices observed in the CID, but is well above average improved land values in suburban industrial parks. Development costs in Areas A and B are expected to total about $6.38 million bringing total investment in this land--acquisition and preparation costs--to $2.60 per square foot. The City, or designated quasi-public/private development entity would acquire land, make improvements, and sell it to final users at a "writedown."

Average land sale prices for improved industrial sites in the CID are forecast at a level of $.95 per square foot--roughly $1.65 per square foot below expected total investment. The $.95 per square foot average sale price level for ready-to-build sites in the CID will make this area more competitive in the regional marketplace. Research on several central area industrial redevelopment projects in other U. S. cities indicates that marketing success has often been linked with land sale prices set near or below most of the competition. After CID improvements are undertaken and the area's image begins to change, it is anticipated that a land sale price of $.95 per square foot will represent a "good value" for smaller, centrally located sites with superb rail service, visibility, proximity to markets, and several access opportunities.

Under this pricing strategy, total revenues from land sales are expected to reach slightly over $4 million for Project Areas A and B (expressed in 1975 constant dollars). Hence, land sale receipts will offset roughly 36% of total acquisition and development costs for Project Areas A and B.

Table 12, on the following page, presents a description and financial summary of Project Areas A and B. The other sections of this report include development cost analyses for each project area showing specific cost items staged over the program.

TABLE 12

COST AND REVENUE SUMMARY FOR PROJECT AREAS A AND B
KANSAS CITY CID
(Dollar Amount Expressed in 1975 Constant Dollars)

	PROJECT AREA A	PROJECT AREA B	TOTAL AREAS A AND B
Acreage	57 acres	40.5 acres	97.5 acres
Program Length	10 years	7 years	10 years
Average Land Acquisition Price/Square Foot	$1.10/sq.ft.	$1.10/sq.ft.	$1.10/sq.ft.
Average Land Sale Price Per Square Foot	$0.95/sq.ft.	$0.95/sq.ft.	$0.95/sq.ft.
Development Costs			
Land Acquisition Costs	$2,731,200	$1,940,600	$4,671,800
Improvement Costs(1)	$3,176,300	$3,203,400	$6,379,700
Subtotal Costs	$5,907,500	$5,144,000	$11,051,500
Less: Revenue from Land Sales	$2,358,800	$1,676,000	$ 4,034,800
Equals: Required Funding	$3,548,700	$3,468,000	$ 7,016,700

(1) Does not include any interest costs on possible debt obligations used to finance development.

Source: Oblinger-Smith Corporation; Gladstone Associates.

Potential Funding

As discussed earlier, there is a need for roughly $13 million in net funding (total revenues less total costs yields a $13 million deficit) to cover the financial "gap" in Project Areas A, B, and C. Following is a discussion of possible methods for funding this gap from public sectors sources.

- Federal Government. Two possible sources of funds are anticipated here: (1) Federal Aid Urban Highway Funds (U.S. Department of Transportation) for developing the industrial arterial; and (2) Economic Development Administration (U.S. Department of Commerce) for funding a variety of other program activities.

Federal Aid Urban (FAU) grants could be used, if available, for funding up to 70% of the costs of developing the industrial arterial. The remaining 30% (or possibly more depending on the ultimate federal-local split) would constitute a matching share and need to be contributed from local sources.

If the CID is determined as a priority project, EDA grants can be used for up to 50% of all eligible costs (which includes most development costs anticipated in the CID) with the remaining 50% representing the local matching share.

- State Government. At present, it is anticipated that state government financial assistance to this project will be limited. Only one street related improvement associated with I-670 construction is now expected to be funded from state sources.

- Local Government. Local government will need to finance costs not covered by federal and state funding. It is anticipated that little, if any, private capital can be attracted for redevelopment of the CID until public investments outlined in this report are made.

  Local government contributions may come from Community Development Funds, general obligation bonds, benefit district and/or revenue bonds, and other sources.

Table 13, on the following page, presents a summary breakdown of possible funding from the three levels of government.

The funding allocations set forth in Table 13 represent illustrative calculations based on current maximum local-federal funding relationships under the various programs. At present, availability of federal grants appears limited, and it may be that total cash needs for improving all three project areas will exceed available federal monies earmarked for this purpose.

In short, the ultimate scope of program activities will depend, in large part, on the financial resources available at the local and federal levels of government.

Assuming for purposes of illustration, that state and federal funds are available in the amounts cited above, local government will need to contribute over $3.3 million for Project Areas A and B, $2.8 million for Area C, and some $200,000 in the form of a spot improvements revolving fund; a total of around $6.3 million. This total does not include the required local participation in the flood diversion channel as potentially anticipated by the U. S. Army Corps of Engineers. Examples of cost categories where revenue bonds or the benefit district approach might be used to finance the local share of major improvements include the following:

- Storm Sewers. Although user fees or assessments necessary to amortize a bond issue covering all of these costs would probably represent an onerous burden on CID users (along with having negative impacts on area marketability), it may be possible to finance a portion of these costs through a revenue bond or benefit district approach.

TABLE 13

POTENTIAL GOVERNMENT FUNDING SOURCES AND REQUIREMENTS
PROJECT AREAS A, B AND C
KANSAS CITY CID
(1975 Constant Dollars)

	PROJECT AREA A	PROJECT AREA B	SUBTOTAL AREAS A & B	PROJECT AREA C	SPOT IMPROVE-MENTS REVOLVING FUND	GRAND TOTAL
TOTAL FUNDING REQUIRED	$3,548,700	$3,468,000	$7,016,700	$5,977,300	$200,000	$13,194,000(5)
Possible Source of Government Funding						
Federal Government						
Federal Aid Urban	---	$ 604,400(1)	$ 604,400	$ 636,200	---	$ 1,240,600
Community Development (HUD), EDA, Etc.	$1,739,700(2)	$1,302,300(3)	$3,042,000	$2,534,300	---	$ 5,576,300
State Government						
Street Improvements Related to I-670	$ 69,300	---	$ 69,300	---	---	$ 69,300
Required Local Government Funding	$1,739,700	$1,561,300(4)	$3,301,000	$2,806,800	$200,000	$ 6,307,800(5)

(1) Equals 70% of "industrial arterial" costs with remaining 30% made up from local matching funds.
(2) Equals 50% of net project costs (revenues less expenses) after allowing for State government grants for streets related to I-670.
(3) Equals 50% of net project costs (revenues less expenses) after allowing for independently funded "industrial arterial" improvements.
(4) Includes 30% local matching funds for FAU grant.
(5) Projected costs relative to potential U.S. Army Corps of Engineers diversion channel project related to the Turkey Creek flooding problems are not included. This project will benefit the entire CID and the costs are computed separately from the project subarea summaries.

Source: Gladstone Associates.

- Sanitary Sewers, a needed improvement in some areas of the CID, may present similar opportunities for financing a portion of this cost through revenue bonds.

- Sidewalks and Pedestrian Areas.

- Employee Parking Lots.

From the standpoint of local government funding efforts, it is important to recognize two key items. First, municipal bond markets may experience dramatic changes in the near term future as a result of current and pending difficult circumstances in major United States cities, especially, New York City. Municipal money markets might become tighter over the period ahead with attendant higher interest rates and more limited capital availability. While all relevant information and potential impacts of recession and other current economic problems have not been fully analyzed, these trends and impacts will require close observation in the short-range future. Second, revenue bond and/or benefit district financing will place additional burdens on current and prospective CID tenants. Though some additional assessment to pay for a portion of improvements may be justified and acceptable, care should be exercised to insure that potential "benefit/user charges" needed to retire the debt do not become so high as to discourage marketability of the CID. Accordingly, local government financing of CID improvements should target for an appropriate mix of general contributions and debt obligations.

Table 14, on the following page, presents an illustrative mix of local government financing for CID improvements. This brief analysis is more indicative of the framework for raising local funds as opposed to the precise allocation of monies among the various categories.

As noted in Table 14, total bonding would equal about $2,314,800 required over an 11 to 12-year period. Over the same period, direct local contributions would total around $4 million. Most of Project Area C funding needs occur toward the end of the development period with Area A and B requirements being more immediate.

Other sections of this report present additional supporting documentation for the financial analysis discussed above.

Fiscal Impact Summary

The following materials summarize the estimated fiscal and economic impact of two alternative courses of action in the CID: (1) implementing a significant industrial conservation/redevelopment program as described previously; or (2) not undertaking these initiatives. Each basic alternative has an associated direct impact on the area in terms of jobs, income, and tax revenues received by the City. In addition, changes in CID economic activity (either up or down) will have secondary impacts on other sectors of the economy in a similar direction.

TABLE 14

ILLUSTRATIVE SOURCES AND USES OF LOCAL FUNDING
KANSAS CITY CID PROJECT
(1975 Constant Dollars)

POTENTIAL SOURCES OF LOCAL GOVERNMENT FUNDING	PROJECT AREAS A & B	PROJECT AREA C	SPOT IMPROVEMENT REVOLVING FUND	TOTAL
General Contributions From:				
Community Development Funds	$2,146,300(6)	$1,539,700(6)	$200,000	$3,886,000
Capital Improvements Budget & General Fund	$ 107,000(4)	---	---	$ 107,000
Debt Obligations				
Revenue Bonds and/or Benefit District Approach				
Sanitary Sewer	$ 73,200(1)	---	---	$ 73,200
Storm Sewer	$ 518,000(2)	$1,267,100(2)		$1,785,100
Other Utilities(3)	$ 91,500(1)	---		$ 91,500
Sidewalks & Pedestrian Areas	$ 133,000(1)	---		$ 133,000
Special Features	$ 33,000(1)	---		$ 33,000
General Obligation Bonds				
Other Improvements	$ 199,000(5)	---		$ 199,000
TOTAL LOCAL FUNDINGS	$3,301,000	$2,806,800	$200,000	$6,307,800

(1) Represents 50% of total cost for this item. Assumes that the remaining 50% will come from federal funding matching share.
(2) Represents 25% of total cost for this item. Remaining 25% of total will come from direct contributions and together these account for 50% local matching share.
(3) Includes water, gas, electric and telephone.
(4) Equals 50% of cost for streets.
(5) Equals 25% of cost for rail spurs, grading and earthwork, lighting, fencing, landscaping and management.
(6) Derived as a residual after determining possible areas for debt financing.

Source: Gladstone Associates.

In summary, if no improvements are made in the CID and decay continues, it is estimated that:

- *Between 14 and 16 firms will leave the CID in the next decade.*
- *900 to 1,000 jobs will be lost--probably to suburban industrial parks.*
- *50 to 60 acres of land will be sold to marginal users, abandoned or otherwise vacated.*
- *Between $53 and $59 million of total employee income will leave the CID in the next ten years.*
- *About $140,000 in total corporate earned income taxes will be lost.*
- *Some $560,000 in employee earned income taxes will be lost to the City.*
- *Total property tax receipts for the decade--excluding state and county taxes--will decline by around $210,000.*

If, on the other hand, significant conservation/renewal efforts are undertaken in the CID, it is estimated that the following would occur:

- *Employment up by 610 to 700 workers (over 1975 levels) during the next ten years.*
- *12 to 15 new firms in the area and expansion of several others.*
- *Up to 100 acres of now underutilized or vacant land developed in a higher use.*
- *Total employee income for the decade increases by about $38 million over today's levels.*
- *Corporate earnings taxes and employee earnings taxes to the City up by a total of about $95,000 and $380,000, respectively, over the decade.*
- *Real property tax receipts up about $690,000 over the ten-year period. Annual property tax increment in post-1985 period equals $207,600.*

Since the impacts of CID redevelopment or, alternatively, no redevelopment are measured from the 1975 base, the real differences between the alternatives are even greater. For example, when the impact of CID redevelopment is measured against potential losses, if no action is taken, the gains from redevelopment are markedly increased. For example:

- *1,510 to 1,700 jobs would be maintained and/or added in the CID over the decade.*
- *28 to 31 firms would stay and/or move into the CID in the ten-year period.*

- *Total employee income of $88.7 to $100.0 million would be retained and/or added to the CID during the decade.*

- *Corporate income taxes flowing to the City would be $222,300 to $250,400 higher for the decade under a redevelopment (versus no redevelopment) strategy.*

- *Individual income taxes accruing to the City would be $887,000 to $999,500, over the decade, more under a redevelopment concept than they would be if no action is taken.*

- *Real property taxes gained by the City under the redevelopment program (compared to no redevelopment) would range between $882,000 and $912,000 over the next ten years.*

Table 15, on the following page, and explanatory notes present summary fiscal impact estimates of these alternatives for the CID.

TABLE 15

SELECTED ECONOMIC AND FISCAL IMPACT INDICES*
NO CID REDEVELOPMENT VS. SIGNIFICANT REDEVELOPMENT**
1976 THROUGH 1985

INDEX	NO CONSERVATION/ REDEVELOPMENT PROGRAM	SIGNIFICANT CONSERVATION/ REDEVELOPMENT PROGRAM	DIFFERENCE BETWEEN "NO PROGRAM" AND "SIGNIFICANT PROGRAM"
Total Jobs (Loss)	(900-1,000) employees(1)	610-700 employees(2)	1,510-1,700 Employees
Total Firms (Loss)	(14-16)(3)	12-15(4)	28-31
Acreage Occupied (Vacated)	(50A-60A)(3)	90A-100A(5)	140A-160A
Employee Income: Period Total (6) (Loss)	($53,000,000-$59,000,000)(7)	$35,700,000-$40,950,000(8)	$88,700,000-$99,950,000
City Revenues			
Earnings Taxes			
Corporate Taxes(9) (Loss)	($133,000-$148,000)(10)	$89,300-$102,400(11)	$222,300-$250,400
Individual @ 1% of Employee Income (Loss)	($530,000-$590,000)(12)	$357,000-$409,500(13)	$887,000-$999,500
Real Property Tax (Loss)	($205,000-$215,000)(14)	$677,000-$697,000	$882,000-$912,000

*For purposes of illustration, it is assumed that all gains and/or losses accrue to the City of Kansas City, Missouri. It is anticipated that most of the losses described here will, in fact, be experienced on the Missouri side. Some of the redevelopment gains will, however, accrue to Kansas City, Kansas as a result of redevelopment crossing over state lines in the CID.

**Direct impacts only are covered here. For example, the "multiplier effect" of CID income gains or losses on other sectors of the economy are not estimated. Suffice to say that losses in the CID would likely entail declines in other supporting sectors of the economy, and gains in the CID would have a positive impact on other activities.

NOTES TO PREVIOUS TABLE

(1) Calculated from CIDA employer surveys. Includes 80% of employees in those firms that are considering some type of future action, e.g., expansion, possible relocation if CID problems are not solved, etc. (1,200 employees in aforementioned firms x 70% = 960 employees). We feel that this estimate accounts for employees in those firms--including those surveyed and others not surveyed that will likely leave the CID in the next decade if conditions are not improved.

(2) Represents net new employees and firms that can be attracted to the CID in the next decade. Includes expansion of existing firms and new industries attracted to the CID. Potential expansion by existing firms at 250 employees, twelve to fifteen new firms at average of 30 employees per firm equals 360 to 450 new employees.

(3) Estimated from information reported on CIDA employer survey form.

(4) New firms attracted to the CID.

(5) Acreage used by net expansions and forced relocation equals an estimated 45 to 50 acres. Land required for new firms moving into the CID is estimated at 40 to 50 acres.

(6) Represents the total amount of employee income (lost) or gained in the CID over the next decade. Survey indicates 1975 average earnings of $11,700 per employee in the CID. We assume that attrition or redevelopment takes place at a uniform pace throughout the ten-year period. Hence, loss or gain for the decade equals 50% of the ten-year period.

(7) Annual losses in employee income after 1985 (when compared to the current period) equal about $11,115,000 per year expressed in 1975 incomes.

(8) Annual gains in employee income after 1985 (when compared to the current period) equal about $7,605,000 expressed in 1975 incomes.

(9) Estimated at 25% of individual earnings taxes.

(10) Annual loss in post-1985 period equals about $27,800 per year.

(11) Annual gain in post-1985 period equals about $19,000 per year.

(12) Annual loss in post-1985 period equals about $111,150 per year when compared to 1975.

(13) Annual gain in post-1985 period equals about $76,050 when compared to 1975 levels.

(14) Calculation assumes total real property tax receipts for the decade are 30% lower than they would have been if 1975 assessed values had been maintained. Tax rate used is $6.35/$100 of assessed valuations which is equal to total property tax burden less county and state shares. 1975 assessed value for property under consideration equals $1,076,670.

(15) Assumes 95 acres of land valued at $.50/sq.ft. and 828,000 sq.ft. of new buildings valued at $15 per square foot. Total market value of $14,483,700 times 30% assessment ratio equals $4,345,110 assessed value. At a tax rate of $6.35/$100, annual tax revenues in the final (tenth) year would equal $275,900. This figure must be halved to account for gradual build up of property tax revenues over the development period. Hence, average annual revenue--above 1975 base--equals $137,950. This figure is then multiplied by ten to determine total receipts for the decade 1976 to 1985. This range equals $1,360,000 to $1,380,000. Potential tax receipts for the decade, assuming a continuation of 1975 levels are then subtacted out ($683,000) to yield the figures shown.

ENVIRONMENTAL ASSESSMENT

Introduction

The Central Industrial District is an industrialized area located near the junction of the Kansas and Missouri Rivers in the approximate center of the Kansas City Metropolitan Area. The District lies in the flood plain of the Kansas and Missouri Rivers. It is, however, not subject to primary flooding from the rivers since levees have been constructed along the two rivers to protect the area. However, the current problems associated with the Turkey Creek diversion tunnel and inadequate storm sewerage do create localized flooding problems.

The area for many years was one of the primary industrial areas in the Kansas City Metropolitan Region. One of the principal activities taking place here for many years was the meat packing industry. Only the remnants of the Kansas City Stockyards remain as a reminder of that industry of past years.

The area, at the present time, cannot be considered an intensive manufacturing area since manufacturing takes place at only a few industries in the CID. Most of the economic activity taking place in the CID is of the warehousing and distribution nature. These types of activities are a natural for the area since the area is served almost directly by all forms of transportation including highway, rail, water and air. The central location and the availability and access to good transportation facilities make the area very desirable for warehousing and distribution industries.

A plan has been prepared for the continued maintenance and upgrading of the CID. Contained herein is an assessment of the effect that plan has on the environment. It is hoped that the proposed developments, if implemented, have a beneficial, as opposed to a negative, effect on the surrounding area. The primary goal of the redevelopment study is to improve the environment of the CID. Therefore, all actions recommended in the plan are to improve the environment of this centrally located industrial area.

Existing Conditions

The Central Industrial District can be described at the present time as deteriorating. There has been over the past one or two decades a continued decrease in the employment level as numerous industries have moved from the area for various reasons. There is also a continuing decrease in property values which, at the same time, is producing decreased tax revenues. In recent years, the problem of crime in the area has increased, thereby adding to the total environmental problem. Part of the deteriorating condition stems from the fact that many buildings and some of the land area both in private and in public ownership have not been properly maintained.

In the following discussions, specific problems within the CID will be discussed. In later discussions, solutions to these problems will be presented, and then finally, the effect of these solutions on the environment will be discussed and evaluated.

- Utilities. Utilities in the area present one of the major problems. The major problem that must be corrected is the fact that the area is served by combination sewers--sewer lines that carry both sewerage and rainfall runoff. The combination sewer system presents a health hazard especially during periods of high intensity rainfall when lack of capacity of the system forces the system to overflow or to back into some of the buildings. Also, due to poor maintenance of the area, trash obstructs many of the inlets which result in the ponding of water, again producing a health hazard situation. One of the top priorities in the Plan is the elimination of these combined sewers.

- Traffic. The traffic and transportation system in the area is confusing and inefficient since it lacks clear definition. Part of the problem stems from the fact that the area was platted on a grid-iron system and not platted specifically for industrial usage. There is a lack of capacity at numerous locations within the area. The lack of capacity combined with the many at-grade rail crossings and poor geometric design features at many locations all combined to produce a transportation system which does not effectively and efficiently serve the area.

- Parking. There is, in general, a lack of adequate parking for visitors to the area and employees that work in the area. The parking that is available is poorly organized and as a result makes inefficient use of available space. Part of the Plan will be to develop off-street parking in an organized fashion, eliminating most of the on-street parking so that the streets can be used for their intended function, that of moving traffic.

- Building Conditions. There is a general deterioration of many of the buildings in the area. The Building Condition Survey indicated that approximately 36 buildings were in poor or dilapidated condition and should be removed. There are many other buildings, while in fairly good condition, which are not suited for the use to which they have been placed. Therefore, there is a considerable amount of poorly used or underutilized space within these buildings.

- Underutilized Land. While there is only a limited amount of vacant land, there appears to be considerable amounts of land that are underutilized mainly due to the fact that the area has been poorly maintained as evidenced by accumulated trash and the presence of weeds during the growing season. This situation occurs on both private and public property. These types of situations have a tendency to harbor rodents, thereby producing a health hazard situation.

- Appearance. The overall appearance of the area gives the impression that the area is overcrowded. This appearance stems from the fact that there is a poor utilization of space and that the street rights-of-way are narrow with buildings set on or close to the street right-of-way lines. The streets are used extensively for industrial purposes such as truck maneuvers and docking operations. Also, the many railroad grade crossings and, in some cases, the railroad actually running down the street all give the appearance of a poorly organized and overcrowded industrial area.

- Flooding. In general, the area is no longer subject to extensive flooding. This is due to the fact that levees have been provided along the Kansas and Missouri Rivers. The area is, however, subject to some local flooding due mainly to the fact that the Turkey Creek Diversion Tunnel lacks the necessary capacity to carry high intensity rainfall runoff. Plans are, however, under study by the U. S. Army Corps of Engineers to rectify this situation.

Proposed Redevelopment Plan

In this section, the proposed Redevelopment Plan will be briefly described. The reason for its discussion here is to set the stage for an assessment of these development plans on the environment.

It is proposed that the area be revitalized by the elimination of dilapidated and deteriorated buildings and by assembling the small parcels of land which exist so that industries that do exist can expand or new industries can be attracted to the area. The Plan also recommends a realignment of the street system to improve transportation efficiency. The basic Plan developed is to provide to the extent possible several in-town industrial parks within the CID. Since this concept of industrial parks has gained popularity in the suburban areas, the Plan attempts to develop this concept in the heart of the Metropolitan area. It is believed that this concept will better utilize the land resources available and improve the environment and appearance of the area.

The Plan also calls for the upgrading of the CID by encouraging and promoting the conservation of existing facilities. This can be accomplished by improved maintenance and upgrading of existing public and private facilities and buildings.

The Plan also proposes to improve the overall image and appearance of the area so that the area becomes more attractive to existing industries and new industries seeking a location and to the employees that must work in the area. It is proposed that the overall image and appearance of the area be improved by adding visual identity features, cleaning up the area by removing trash and debris, and providing at least a minimal level of landscaping in the vacant areas which may be developed at a later date. It is also proposed that appropriate plantings (trees and shrubs) take place in the area. Lighting is to be provided not only for appearance sake but also to add to the security of the area. The Plan also proposes that more and better developed open space areas be provided. These might be in the form of small vest-pocket parks to be enjoyed by workers during the lunch hour and to develop amenities on the banks of the two major rivers.

One of the major improvements to the area is to improve the transportation facilities within the area. This can be accomplished by improving the circulation system by eliminating to the extent possible unused railroad spurs, eliminating as many unnecessary railroad grade crossings as possible and closing unused local streets. The major street system has been enhanced by the introduction of a north-south industrial arterial. Local circulation has been improved by providing a series of loop-roads around individual industrial park type areas. Many of the local streets have been closed to through traffic and incorporated into the industrial park areas so they can be used for parking and truck maneuver space.

It is hoped that non-polluting industries can be attracted to the area. It is felt that this will be entirely possible since there appears to be considerable demand for land that is centrally located to be used for wholesaling and distribution type activities. It is proposed that a public development authority be organized to market the available land in the area. This Authority, then, would also have the power to control not only the type of industry which moves into the area but also its location and building requirements. These requirements could include set-back requirements, parking requirements, and advertising sign requirements. It is highly unlikely that heavy industries would move into the area due to the fact that land is not available to accommodate these types of industries. These types of industries generally need large plots of land since they utilize raw resource material to be converted into a final product.

The problem of economic loss due to flooding is to be eliminated by flood-proofing those buildings or areas which are now subject to occasional local flooding.

Assessment of Planned Development on Environment

All of the proposed developments will have an influence on the environment. As stated earlier, the overall goal of the proposed Development Plan is to improve the overall environment of the area. In this section, the specific actions proposed above will be evaluated in terms of the various environmental considerations.

- Socio-Economic. The proposed Plan is to make available to industries additional land so that employment in the area can be increased. This increased availability of jobs in the central area of a large metropolitan city is particularly important since it is many times the people living in the core area of a city who find it the most difficult to find suitable employment. Therefore, any redevelopment activity to increase the number of jobs near the City center is of vital importance.

  A second major effect of the proposed Development Plan is that expanded or new industries in the area will increase the total tax base of the City. The improved and added industries will provide additional revenues from property taxes, corporate income taxes, personal income taxes due to increased levels of employment and increased sales taxes. These increased taxes will have the effect of reducing taxes in the residential areas of the City. If the area is not improved, the lost revenues from taxes will mean that residential taxes will have to be increased or services by the City decreased. Services which may have to be decreased would include such items as police and fire protection, education and social programs.

- Housing. The area contains no households which would have to be disrupted or relocated due to the proposed Redevelopment Plan.

- Land Resources. Due to the fact that the total area has been urbanized for many years, no productive open land will be taken. No agricultural or park and recreation land will be converted to industrial or commercial usage.

  The Plan does, however, provide for a more efficient utilization of existing land within the area. This can be accomplished by a reorganization and a recombining of obsolete parcels of land and also converting some of the underutilized land into parcels which can serve a viable industry or business. There is a considerable amount of land utilized, for example, by transportation, streets and railroads which are at the present time underutilized. It is proposed that these land areas be reorganized, the existing usage removed and the land made available to expanded or new industries or businesses that can provide employment and add to the tax base of the area. It is important that some land be made available to existing industries who wish to expand.

  Highway I-670, for which right-of-way is now being purchased, will cause the dislocation of several industries, one of these being the Columbian Steel Tank Company. The Plan recommends that land be made available within the area so that industries such as the Columbian Steel Tank Company and others can be relocated within the existing District so that their contribution to the tax and employment base is not lost.

- Industrial Arterial. The Plan calls for the development of a major north-south industrial arterial through the CID. The proposed alignment will require the removal of 16 buildings which represents the relocation of nine businesses or industries. The proposed north-south arterial is to provide improved cross district traffic movement in the north-south direction and to remove some of this cross district traffic from the local street system and allow the local streets to serve as a local access to individual businesses and not as thoroughfares.

- Noise. It is not anticipated that the proposed improvements will significantly add to the noise level within the District. There may be a slight increase in traffic produced noise along the proposed major industrial arterial. This, however, should have a minimal effect on people in the area since they will be working in an industrial area and no residential properties are involved.

  It is not anticipated that the noise level from industrial operations will increase due to any recommendations within the Plan. Since most of the industries or businesses will be warehousing and distribution, heavy manufacturing which is capable of producing industrial noise will not be locating within this area.

  The noise level produced by the railroads will not change since their level of operation will remain approximately the same as it is at the present time.

Any noise produced within the area will have very minimal effect on any residential living units which are in the surrounding area, since the nearest available housing is located to the east of the area and is separated from the CID by a high bluff.

The Plan calls for mitigative measures to be taken which will help reduce noise. This, according to the Plan, is accomplished by providing appropriate landscaping in the form of plantings and trees. This greenery not only helps to reduce noise levels by acting as noise absorbers but also helps to clear the air of pollution.

- Air Pollution. Air pollution will not be increased due to recommendations provided in the Plan. The types of industries which are anticipated will be non-polluting industries since they will be basically small manufacturing, warehousing and distribution types of industries and businesses. Therefore, the level of industrial air pollution will not increase, but very likely will decrease as existing industries take continued steps to control their emissions. Air pollution within the area is not considered a problem at this time. Air pollution due to vehicular exhaust emissions will be virtually unchanged or reduced. Traffic volumes in the area will very likely increase as employment levels increase. The air pollution caused by this increased traffic will be more than offset by improvements in automobile emission control systems.

  It is not anticipated that additional traffic due to the improved industrial arterial will result since the proposed arterial will serve only the traffic within the area.

- Other Environmental Considerations. At the present time, the CID is plagued by the problem of odor and some dust. The odor problem stems principally from the stockyards area. This problem will be eliminated as the stockyards area is removed and stock operations ceased within the area.

  The problem of dust stems primarily from poor maintenance of streets and some of the open spaces. The dust problem could be eliminated by improved maintenance of the streets and at least temporary landscaping in the form of seeding of open spaces which are subject to blowing.

- Water Quality. As mentioned earlier, one of the top priority improvement projects within the area is the elimination of the combination sewer system. The provision of storm sewers to handle rainfall runoff will improve the quality of water which reaches the Kansas and Missouri Rivers. At the present time during periods of intensive rainfall, the sewage treatment plant is incapable of handling the large amount of runoff which comes to the plant so, therefore, the plant is bypassed and all runoff and raw sewage is dumped into the Rivers. The construction of the storm sewer would eliminate this problem. There is nothing in the proposed development which should increase the level of contamination of rainfall runoff. In fact, it is felt that by the elimination of trash and debris from some of the vacant areas and by seeding these areas, at least temporarily until better usage is made of the area, will improve the quality of rainfall runoff. Also, the Plan calls for the clean-up of both River banks. This clean-up should help in the improvement of the water quality in the Kansas and Missouri Rivers.

- Visual. A major element of the total Redevelopment Plan of the area is to improve the visual image of the area. This will be accomplished in several different ways. One, the addition of visual identity features within the area. Two, the provision of plantings and trees in the area. Three, improved open spaces in the form of vest pocket parks and riverfront improvements. Four, elimination of on-street parking particularly on the major arterials serving the area, increasing the number of available parking spaces, and improving the organization of parking areas within the CID. Five, moving the truck maneuver and docking areas from the streets into the interior of the industrial park areas. Six, rehabilitating existing buildings which can be reasonably and economically rehabilitated.

  It is important that the visual appearance of the CID be improved, particularly since it is very highly visible from the elevated freeway system which surrounds the area on all four sides. This fact has been taken into account in planning the area.

Conclusion

The overall goal of the planning effort is to maintain and improve the environmental conditions in the Central Industrial District. Therefore, virtually all suggested improvements were designed to upgrade the area economically, socially and environmentally. Since no major construction or reconstruction projects have been proposed, the total negative impact on the environment will be minimal with the positive impact on the environment being maximized.

appendix

SURVEY OF COMPETITIVE INDUSTRIAL AREAS AND MARKET ANALYSIS

The following materials summarize the results of our survey of competitive industrial areas in the Kansas City Metropolitan Region. Some 44 separate industrial areas were surveyed through personal interviews with owners, developers, and real estate brokers associated with the various industrial areas.

The Metropolitan Area is divided into four geographic sectors for purposes of this analysis: (1) the "I-35 corridor" is in Johnson County, Kansas and southwest of downtown Kansas City; (2) the "I-435 corridor" lies east and south of the downtown in Jackson County, Missouri; (3) the "I-29 corridor" is northwest of the central city and extends along I-29 to the KCI Airport in Platte County, Missouri; and (4) the "central area" encompasses downtown, North Kansas City, a portion of Kansas City, Kansas, and close-in sections of Clay, Jackson and Wyandotte Counties. The CID--while geographically situated in the central area--is analyzed separately. A map of these areas and the precise location of industrial areas surveyed is included within this report.

Textual summaries and tabular materials covering our market findings are presented in five sections following: Market Overview; Estimated Absorption of Industrial Land; Industrial Land Prices; Key Characteristics of Industrial Areas; and The CID and Its Competitive Position.

Market Overview

- Since 1958, over 61% of all new industrial parks have been located in the I-35 corridor.
- Almost 57% of the 44 industrial areas now selling land have opened between 1970 and the present.
- The I-35 area has grown rapidly in the recent past. This reflects: (1) most desired residential location and good school situation; (2) excellent transportation facilities (interstate highway and railroad service); (3) other industry locating in area; (4) competitive pricing situation; (5) availability of zoned industrial land; (6) availability of labor; and (7) right to work law in Kansas.
- The suburban atmosphere of the I-35 corridor is reinforced by strict covenants regarding setbacks, loading, etc. These covenants were often cited as strong inducements to locate in Johnson County, and there was very little discontent at the higher prices associated with the covenants. Companies like the suburban atmosphere and are willing to pay for it.
- The I-435 corridor has stagnated for the last five years while the I-35 corridor continues to grow. Transportation and access is similar in the I-435 area and the I-35 corridor, and price levels distinctly favor the I-435 area. Several leading developers own property in the I-435 corridor but have no interest in developing in what they consider

a slow area. Tenants in the I-435 corridor tend to occupy one to two acre sites with buildings between 5,000 and 20,000 square feet. Exceptions are Ford (20 acres on Truman Road in Grandview) and Marion Labs, which is doubling its 100,000 square foot facility. The only other large facility was Hallmark's 100,000 square foot block of underground space formerly in the Downtown Industrial Park.

- Industrial development in the I-29 area has been slow to gain momentum and the KCI Airport has not had the positive impact many expected.
- New industrial development in the central area has declined dramatically in the recent period. This reflects the gradual build-out of this area and emergence of many suburban industrial parks over the last five years.
- In the last 18 years over 8,500 acres of industrial land has been made available in metropolitan areas industrial parks. Roughly 45% of this acreage has been located in the I-35 corridor (Johnson County) with 27% of new industrial land found in the central area.
- Currently, over 6,800 acres are available in KCMR industrial parks surveyed during this analysis.
- During the last two years, industrial land demand has declined dramatically. Several brokers/developers estimate 60% reduction in activity. The era of bulk land sale for speculative investment is past, according to most brokers in the area. Consumer confidence is at an all-time low, there are numerous reports of business failings, foreclosure proceedings, and repossessions.
- Overall, industrial land sales have averaged about six acres per transaction in the KCMR. The average transaction size ranges from a low of 4.5 acres in the central area to a high of 7.3 acres in the I-29 corridor.
- It was generally agreed that the current interest in industrial land is coming from investors and businesses that have definite end-use plans for the property.
- Most suburban parks have some degree of covenants covering items such as sign approval, landscaping, construction design, location of truck doors, parking, setback requirements, smoke pollution, trash areas, rail use, etc.
- Discussion with leasing agents in and around the greater Kansas City region indicate the consideration of tax burden is not understood by the majority of businesses acquiring new space. Industries have historically based location choice on non-tax criteria, i.e., access, price, residential neighborhood quality, schools, etc.

Estimated Absorption of Industrial Land

- It is estimated that between 3,211 and 3,854 acres of industrial land have been absorbed in final use in the KCMR over the last 18 years.

- Average annual absorption is estimated to have ranged between 184 and 220 acres per year since 1958.

- Industrial land absorption reached an estimated average of 232 acres per year in the period between 1970 and 1972.

- Over the last two to three years, demand for industrial land has declined by about 35% from its peak in the early 1970's. Estimated absorption between 1973 and mid-1975 averaged about 150 acres per year.

- The I-35 corridor captured between 55% and 60% of industrial land absorption over the last two years and has accounted for a growing share of demand during the last decade.

- Roughly 57% of the industrial areas surveyed were absorbing land at the rate of four or fewer acres per year. Some 20% of the parks had an average absorption pace of between five and nine acres annually. About 11% of the total areas surveyed had average absorption of ten to 19 acres per year and the balance, 12%, had a pace of over 20 acres annually.

- Industrial land absorption in the central area has declined markedly over the recent past. The central area captured over 40% of land absorption over the last 18 years--averaging around 80 acres per year. However, examination of trends during the most recent period (1973 to July, 1975) reveals that the central area now represents only about 10% of total annual absorption (about 15 acres per year).

- The I-435 corridor has captured about 26% of recent industrial land absorption and the I-29 corridor represents less than 8% of the market.

- On balance, most of the gains experienced in the I-35 corridor have been at the expense of the central area. This is due, in part, to the gradual build-out of the close-in locations and resulting scarcity of buildable sites.

- It is probable that industrial land demand throughout the KCMR will remain somewhat depressed for the next six to 12 months. Though modest improvement may soon begin to appear, the rate of recovery is likely to be gradual. Accordingly, it is expected that industrial land markets in the KCMR will slowly begin moving back to the 200-acre per year range that characterized the last eight to ten years.

INDUSTRIAL PARKS OPENED
KANSAS CITY SMSA
1958 - 1975

	I-35 Corridor	I-435 Corridor	I-29 Corridor	Central Area	Total
1958 - 1959		2			2
1960 - 1965	5	3		3	11
1966 - 1970	4	1	1		6
1971	2		1		3
1972	3	1		1	5
1973	3	1	1		5
1974	8			1	9
1975	2	_	1	_	3
Total SMSA	27	8	4	5	44

Note: Since 1958, 61.4% of all new industrial parks have been located in the I-35 corridor. Most of the parks in the SMSA (56.8%) have opened in the period since 1970, including 66.7% of the total for the I-35 corridor.

Interestingly, the biggest year for new parks, 1974, was a bad year for the economy.

Source: Gladstone Associates.

NEW INDUSTRIAL ACREAGE MADE AVAILABLE
KANSAS CITY SMSA
1958-1975

	I-35 Corridor	I-435 Corridor	I-29 Corridor	Central Area	Total
1958-1959	--	200.0A	--	--	200.0A
1960-1965	549.0A	171.5A	--	529.0A	1,249.5A
1966-1970	557.0A	20.0A	133.0A	--	710.0A
1971	40.5A	--	100.0A	--	140.5A
1972	757.5A	1,200.0A	--	1,800.0A	3,757.5A
1973	427.0A	30.0A	207.0A	--	664.0A
1974	1,286.5A	--	--	7.5A	1,294.0A
1975	185.0A	--	320.0A	--	505.0A
	3,802.5A	1,621.5A	760.0A	2,336.5A	8,520.5A

Note: The decreases in the proportionate shares of the I-35 corridor, and the relatively small impact of the 1974 openings, contrasted with the gain for 1972. Here two parks, Executive and one Great Midwest above-ground property account for 3,000 acres.

Source: Gladstone Associates.

ESTIMATED INDUSTRIAL LAND ABSORBED INTO FINAL USE
KANSAS CITY METROPOLITAN AREA
1958 TO JULY, 1975

	Total Absorption	Average Annual Absorption
Identified Through Survey	1,927.0 A.	110.1 A.
Adjustment Factor1/	1,284.0-1,927.0 A.	73.4-110.1 A.
Total	3,211.0-3,854.0 A.	183.5-220.2 A.

1/ Represents an adjustment for land absorption occurring over this period not included in our survey of industrial areas. Range represents approximately 40% to 50% of total estimated absorption.

Source: Gladstone Associates.

ESTIMATED INDUSTRIAL LAND
ABSORBED INTO INDUSTRIAL USE
KANSAS CITY METROPOLITAN AREA
1970-1972

	Total Abosrption	Average Annual Absorption
Identified Through Survey	556.2 A.	185.4 A.
Adjustment Factor1/	139.1 A.	46.3 A.
Total	695.3 A.	231.7 A.

1/ Represents an adjustment for land absorption occurring over this period not included in our survey of industrial areas. Represents 20% of total estimated absorption and is based on conversations with local developers and real estate brokers.

Source: Gladstone Associates.

ESTIMATED DISTRIBUTION OF
INDUSTRIAL LAND ABSORBED INTO FINAL USE
KANSAS CITY METROPOLITAN AREA
1958 TO JULY, 1975

	Acreage		
	Total	Annual Absorption	Percent Distribution
I-35 Corridor	1,272.2-1,526.6	72.7- 87.2	39.6%
I-435 Corridor	555.0- 666.0	31.7- 38.1	17.3%
I-29 Corridor	73.3- 88.0	4.2- 5.0	2.3%
Central Area	1,311.2-1,573.4	74.9- 89.9	40.8%
SMSA Total	3,211.7-3,854.0	183.5-220.2	100.0%

Source: Gladstone Associates.

ESTIMATED DISTRIBUTION OF INDUSTRIAL LAND ABSORBED INTO FINAL USE KANSAS CITY METROPOLITAN AREA 1970-1972

	Acreage		
	Total	Annual Absorption	Percent Distribution
I-35 Corridor	274.9	91.6	39.5%
I-435 Corridor	145.5	48.5	20.9%
I-29 Corridor	10.8	3.6	1.6%
Central Area	264.1	88.0	38.0%
SMSA Total	695.3	231.7	100.0%

Source: Gladstone Associates.

ESTIMATED INDUSTRIAL LAND ABSORBED INTO FINAL USE KANSAS CITY METROPOLITAN AREA 1973 TO JULY, 1975

	Total Absorption	Average Annual Absorption
Identified Through Survey	317.7 A.	127.1 A.
Adjustment Factor[1/]	56.1 A.	22.4 A.
Total	373.8 A.	149.5 A.

[1/] Represents an adjustment for land absorption occurring over this period not included in our survey of industrial areas. Represents 15% of total estimated absorption and is based on conversations with local developers and real estate brokers.

Source: Gladstone Associates.

ESTIMATED DISTRIBUTION OF INDUSTRIAL LAND ABSORBED INTO FINAL USE KANSAS CITY METROPOLITAN AREA 1973 TO JULY, 1975

	Acreage		
	Total	Annual Absorption	Percent Distribution
I-35 Corridor	210.8	84.3	56.4%
I-435 Corridor	96.5	38.6	25.8%
I-29 Corridor	29.4	11.8	7.9%
Central Area	37.1	14.8	9.9%
SMSA Total	373.8	149.5	100.0%

Source: Gladstone Associates.

ABSORPTION OF INDUSTRIAL LAND SURVEYED
KANSAS CITY SMSA
1958 TO JULY, 1975

	Acreage		
	Total	In Use	Available
I-35 Corridor	3,812.5	763.3	3,049.2
I-435 Corridor	1,621.5	333.0	1,288.5
I-29 Corridor	760.0	44.0	716.0
Central Area	2,608.0	786.7	1,821.3
Total SMSA	8,802.0	1,927.0	6,875.0

Source: Gladstone Associates.

ABSORPTION OF INDUSTRIAL LAND SURVEYED
I-35 CORRIDOR
KANSAS CITY SMSA
1958 TO JULY, 1975

	Year Marketing Began	Acreage			Average Annual Absorption
		Total	In Use	Available	
Industrial Parks					
Antioch	1960	8.0	7.5	0.5	0.5
Berle Lee	1975	35.0	3.0	32.0	6.0
Brook Hollow East	1973	100.0	10.0	90.0	4.0
Brook Hollow West	1965	100.0	100.0	--	--
Congleton	1964	120.0	90.0	30.0	8.6
Frisco	1972	360.0	27.0	333.0	7.7
Interstate	--	160.0	--	160.0	--
Johnson County Airport	1974	800.0	50.0	750.0	33.3
Lackman	1974	74.0	4.0	70.0	2.7
Lenexa	1965	200.0	160.0	40.0	15.2
Mark XX	1973	320.0	25.0	295.0	10.0
Merriam	1974	31.0	1.0	30.0	.7
Mid-America East	1969	117.0	35.0	82.0	6.4
Mid-America Estates	1967	320.0	100.0	220.0	11.8
Olathe-Santa Fe	--	394.0	--	394.0	--
Oxford Square	1974	32.0	16.0	16.0	12.8
Park-Len	1970	60.0	25.0	35.0	4.5
Pyramid	1971	24.0	5.4	18.6	1.2
Southwest	1962	121.0	41.0	80.0	3.0
Westroads	1970	60.0	25.0	35.0	4.5
Total		3,436.0	724.9	2,711.1	NA[1]
Other Parcels					
First Land Brokerage	1974	4.0	2.0	2.0	1.3
Hardin-Stockton	--	138.0	--	138.0	--
Metro. Distr. & Serv. Center	1973	7.0	6.6	.4	2.6
Regan	--	7.5	--	7.5	--
Segebrecht	1974	200.0	14.0	186.0	9.3
Storer	1971	16.5	15.8	.7	3.5
Wayne		3.5	--	3.5	--
Total		376.5	38.4	338.1	NA[1]
Grand Total		3,812.5	763.3	3,049.2	NA[1]

1/ Because of differences in initial dates, an average cannot be derived.

Source: Gladstone Associates.

ABSORPTION OF INDUSTRIAL LAND SURVEYED
I-435 CORRIDOR
KANSAS CITY SMSA
1958 TO JULY, 1975

Industrial Park	Year Marketing Began	Acreage			Average Annual Absorption
		Total	In Use	Available	
Bell	1963	16.5	10.0	6.5	0.8
Blue Valley	1958	80.0	70.0	10.0	4.0
Byrams Ford	1958	120.0	65.0	55.0	3.7
Executive	1972	1,200.0	150.0	1,050.0	42.9
Peebles	1963	95.0	10.0	85.0	0.8
South Prospect	1970	20.0	1.0	19.0	0.2
Truman Corners	1965	60.0	20.0	40.0	1.9
Truman Road	1973	30.0	7.0	23.0	2.8
Total		1,621.5	333.0	1,288.5	NA[1]

1/ Because of differences in initial dates, an average cannot be derived.

Source: Gladstone Associates.

ABSORPTION OF INDUSTRIAL LAND SURVEYED
I-29 CORRIDOR
KANSAS CITY SMSA
1958 TO JULY, 1975

Industrial Park	Year Marketing Began	Acreage			Average Annual Absorption
		Total	In Use	Available	
Airworld	1975	320.0	20.0	300.0	40.0
KCI	1971	100.0	2.0	98.0	0.4
Platte	1966	133.0	18.0	115.0	1.9
Tiffany Springs	1973	207.0	4.0	203.0	1.6
Total		760.0	44.0	716.0	NA[1]

1/ Because of differences in initial dates, an average cannot be derived.

Source: Gladstone Associates.

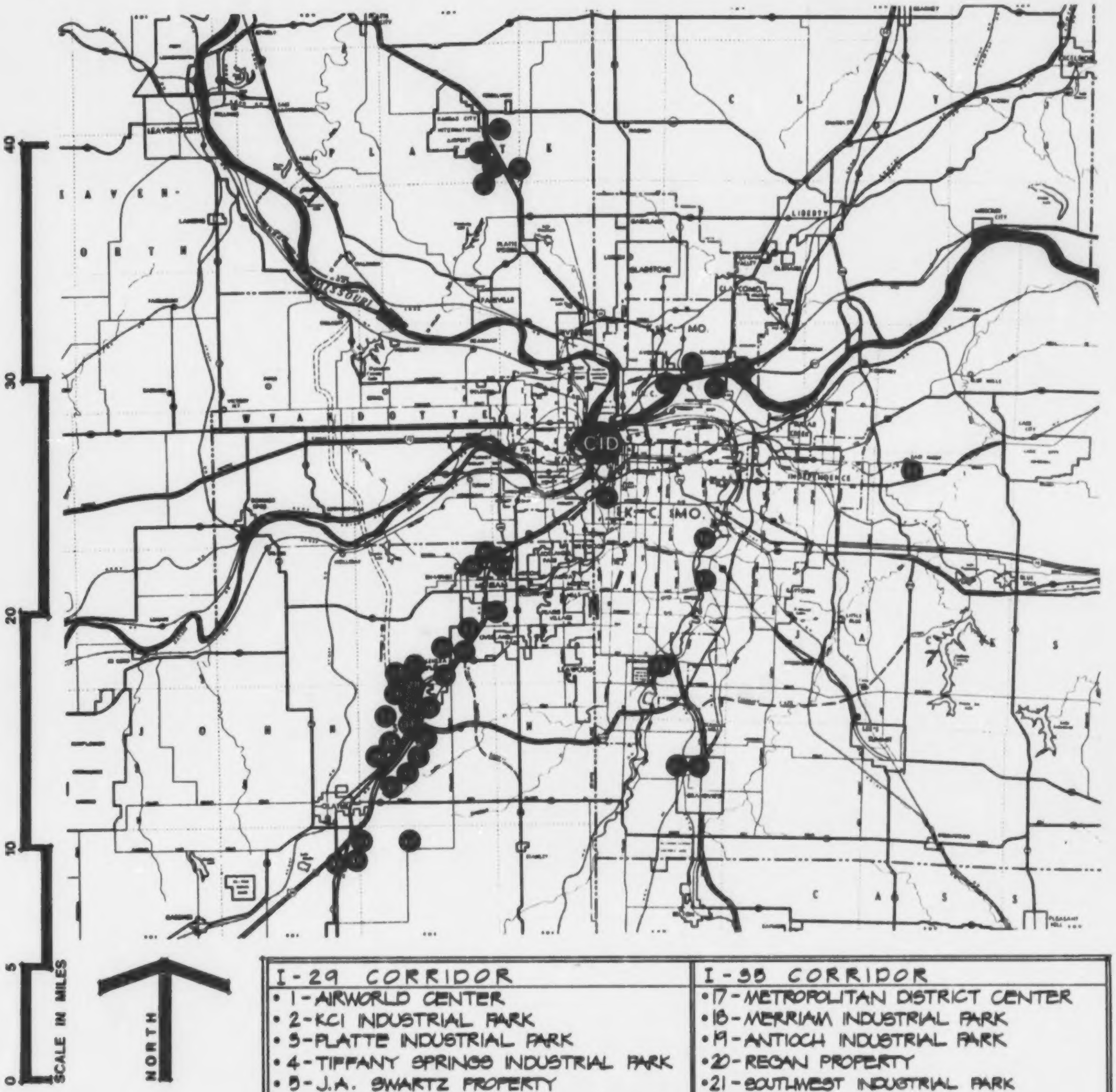
ABSORPTION OF INDUSTRIAL LAND SURVEYED
CENTRAL AREA
KANSAS CITY SMSA
1958 TO JULY, 1975

	Year Marketing Began	Acreage			Average Annual Absorption
		Total	In Use	Available	
Kansas City, Missouri					
Central Industrial District	1/	85.5	35.5	50.0	3.9
Downtown Industrial Park	1962	43.0	43.0	--	3.2
Rosedale	1/	40.0	40.0	--	4.4
Terminal Tracks	1/	27.0	27.0	--	3.0
Total		195.5	145.5	50.0	NA[2]
North Kansas City					
Chouteau Industrial Park	1965	26.0	8.0	18.0	0.8
Great Midwest	1972	1,800.0	100.0	1,700.0	28.6
Paseo	1960	450.0	432.0	18.0	27.9
J.A. Swartz	1974	7.5	1.5	6.0	1.0
Total		2,283.5	541.5	1,742.0	NA[2]
Kansas City, Kansas					
Armourdale	1/	44.7	44.7	--	5.0
Fairfax	1/	84.3	55.0	29.3	6.1
Total		129.0	99.7	29.3	NA[2]
Grand Total		2,608.0	786.7	1,821.3	NA[2]

1/ The period from 1964 to 1973 is covered. Figures are from the Kansas City Power and and Light Company.

2/ Because of differences in initial dates, an average cannot be derived.

Source: Gladstone Associates.



I-29 CORRIDOR
- 1 - AIRWORLD CENTER
- 2 - KCI INDUSTRIAL PARK
- 3 - PLATTE INDUSTRIAL PARK
- 4 - TIFFANY SPRINGS INDUSTRIAL PARK
- 5 - J.A. SWARTZ PROPERTY

CENTRAL AREA
- 6 - GREAT MIDWEST PROPERTY
- 7 - CHOUTEAU INDUSTRIAL PARK
- 8 - FABCO INDUSTRIAL PARK
- 9 - DOWNTOWN INDUSTRIAL PARK

I-435 CORRIDOR
- 10 - EXECUTIVE PARK
- 11 - TRUMAN ROAD INDUSTRIAL PARK
- 12 - BLUE VALLEY INDUSTRIAL PARK
- 13 - BYRAM'S FORD INDUSTRIAL PARK
- 14 - SOUTH PROSPECT INDUSTRIAL PARK
- 15 - PEEBLES INDUSTRIAL PARK
- 16 - TRUMAN CORNERS INDUSTRIAL PARK

I-35 CORRIDOR
- 17 - METROPOLITAN DISTRICT CENTER
- 18 - MERRIAM INDUSTRIAL PARK
- 19 - ANTIOCH INDUSTRIAL PARK
- 20 - REGAN PROPERTY
- 21 - SOUTHWEST INDUSTRIAL PARK
- 22 - BROOK HOLLOW EAST
- 23 - BROOK HOLLOW WEST
- 24 - CONGLETON INDUSTRIAL PARK
- 25 - INTERSTATE INUSTRIAL PARK
- 26 - LACKMAN INDUSTRIAL PARK
- 27 - PYRAMID INDUSTRIAL PARK
- 28 - OXFORD SQUARE INDUSTRIAL PARK
- 29 - WESTROADS INDUSTRIAL PARK
- 30 - LENEXA INDUSTRIAL PARK
- 31 - PARK-LEN INDUSTRIAL PARK
- 32 - MID-AMERICA INDUSTRIAL PARK
- 33 - MID-AMERICA INDUSTRIAL ESTATES
- 34 - WAYNE PROPERTY
- 35 - BERLE LEE INDUSTRIAL PARK
- 36 - SEGEBRECHT PROPERTY
- 37 - MARK XX INDUSTRIAL PARK
- 38 - FIRST LAND BROKERAGE PROPERTY
- 39 - FRISCO INDUSTRIAL PARK
- 40 - HARDIN-STOCKTON PROPERTY
- 41 - OLATHE - SANTA FE INDUSTRIAL PARK
- 42 - JOHNSON COUNTY AIRPORT PARK

ECONOMIC DEVELOPMENT PLAN
FOR THE
KANSAS CITY, MISSOURI
CENTRAL
INDUSTRIAL DISTRICT

The City of Kansas City, Missouri
City Development Department

The Central Industrial District Association

The Oblinger-Smith Corporation
Consultants
Planning, Design and Development
Kansas City, Wichita, Denver, Dallas

Gladstone Associates
Economic Marketing Consultants
Washington, D.C.

The Tuttle-Ayers-Woodward Company
Engineering Consultants
Kansas City, Missouri

The preparation of this map was financed through a Technical Assistance Grant from the U.S. Department of Commerce under the provisions of Title [illegible], Section [illegible] of the Public Works and Economic Development Act of 1965.

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Key to Industrial Parks & CID

SUMMARY OF KEY CHARACTERISTICS OF
SELECTED INDUSTRIAL PARKS
I-35 CORRIDOR
KANSAS CITY

Name/Location	Date Marketing Began	Acreage			Sale Price Per Acre	Building Lease Rate Per Sq.Ft.	Marketing Approach			Rail	Visibility to Interstate	Access to Interstate
		Total	In Use	Available			Land Sale	Spec. Building	Build to Suit			
I-35 Corridor												
Antioch Industrial Park 54th and Antioch Road Merriam	1960	8.11	7.46	0.65 (unusable, overpriced)	$ 80,000	NA	X			None	Limited	Less than one mile
Congleton Industrial Park 87th and I-35, Overland Park	1964	120.00	90.00	30.00	$ 50,000- $ 55,000	$2.05	X	X	X	None	Yes	Less than one mile
Johnson County Industrial Airport 159th and U.S. 56 Olathe	1/1974	800.00	50.00	750.00	None	Land lease @ $0.02/ s.f./yr. (8% of appraised value)	Land Lease Only			Yes	No	1-1/2 to 5 miles
Lackman Industrial Park 99th & Lackman Road Lenexa	1/1974	74.00	4.00	70.00	$ 30,000	NA	X			Yes	Limited	Approx. 1 mile
Lenexa Industrial Park 99th-101st & Pflumm Road I-35, I-435, NW Quadrant Lenexa	1965	200.00	160.00	40.00	$ 30,000- $ 35,000 $ 55,000- $110,000	$1.99	X	X	X	Yes	Yes	Less than 1 mile
Merriam Industrial Park 5300-5500 Merriam Drive Merriam	1974	31.00	1.00	30.00			X	X	X	None	Yes	Less than 1/2 mile
Mid-America East Industrial Park I-35 & I-435 Lenexa	1969	117.00	35.00	82.00	$ 25,000- $ 40,000	NA	X		X	None	Yes	Less than 1 mile
Mid-America Industrial Estates I-35, I-435, SW area Lenexa	1967	320.00	100.00	220.00	$ 30,000- $ 55,000	NA	X		X	Yes	Yes	Less than 1 mile
Southwest Industrial Park 79th - 87th & I-35 Lenexa	1962	121.00	41.00	80.00	$ 35,000- $ 45,000	NA	X			None	Yes	Less than 1 mile

SUMMARY OF KEY CHARACTERISTICS OF (Cont'd)
SELECTED INDUSTRIAL PARKS
I-35 CORRIDOR
KANSAS CITY

Name/Location	Date Marketing Began	Acreage			Sale Price Per Acre	Building Lease Rate Per Sq.Ft.	Marketing Approach			Rail	Visibility to Interstate	Access to Interstate
		Total	In Use	Available			Land Sale	Spec. Building	Build to Suit			
I-35 Corridor												
Brook Hollow East 87th & Quivira	1973	100.0	10.0	90.0	--	$2.00	-	X	X	Yes	Yes	1 mile
Brook Hollow West 87th & Guivira	1965	100.0	100.0	-0-	--	$2.00	-	X	X	Yes	Yes	1 mile
Park-Len 105th & Santa Fe	1970	60.0	25.0	35.0	$35,000	--	X	-	-	Yes	-	1 mile
Pyramid 99th & Santa Fe	1971	24.0	5.4	18.6	$26,000	--	X	-	X	Yes	-	--
Westroads 101st St. Terr & Santa Fe	1972	80.0	17.0	63.0	$33,000	--	X	-	-	Yes	Yes	1 mile
Oxford Square 99th & Sante Fe Trail Drive	4/1974	32.0	16.0	16.0	NA	$1.90- $2.50	-	X	-	Yes	Yes	Approx. 1 mile
Berle Lee Ind. Park 119th & I-35 Olathe	3/1975	35.0	3.0	32.0	$20,000- $25,000	NA	X	-	X	None	Yes	Approx. 1 mile
Frisco Ind. Park 151 & Ridgeview Road Olathe	1972	360.0	27.0	330.0	Above $15,000	--	X	-	X	Yes	Yes	Less than 1 mile
Interstate Ind. Park 95th & Lackman Road Lenexa	1975	160.0	--	160.0	No price set at this time (possibly $10,000-$13,000)	--	NA	NA	NA	No	In Future	2-3 miles
Olathe Santa Fe Ind. Park U.S. 169 & Highway 7 Olathe	Marketed "as is" for several years	394.0	--	394.0	NA	--	X	-	-	Yes	Yes	Less than 1 mile

SUMMARY OF INDUSTRIAL SPACE AND
MARKETING APPROACH
SELECTED LOCATIONS
I-35 CORRIDOR
KANSAS CITY

Name/Location-	Date Marketing Began	Acreage			Building Space			Sales Price	Lease Rate	Marketing Approach		
		Total	In Use	Available	Total SF	SF In Use	SF Available			Land Sale	Speculative Building	Build To Suit
First Land Brokerage Co. I-35 & Spruce Olathe, Kansas	1974	4	2	2	-	-	-	-	$.75sf	-	-	x
Hardin-Stockton Ridgeview & 151st. Olathe, Kansas	1974	138	-	138	-	-	-	$3,350A (Sold only as a Unit)	-	x	-	-
Mark XX Industrial Park 127th & Mur-Len Rd. Olathe, Kansas	1973	320	25	295	-	-	-	$12,500A	-	-	-	-
Metropolitan Distribution & Ser. Cen. Merriam & 51st St. Merriam, Kansas	1973	-	-	-	76,000	71,200	4,800	-	$1.50sf	-	x	-
Regan Realtors												
I-35 & 75th St.	1974	1	-	1	-	-	-	$1.46sf	-	-	x	-
I-635 & Merriam Ln.	1974	2	-	2	-	-	-	$ .85sf	-	-	x	-
I-635 & Merriam Ln. Merriam, Kansas	1975	4-1/2	-	4-1/2	-	-	-	$ .85sf	-	-	x	-
L. Segebrecht I-35 & 119th St. Olathe, Kansas	1974	200	14	186	-	-	-	$12,500-$20,000A	-	-	-	-
C. Storer I-35 Corridor (11 Buildings) Johnson Cty., Kansas	1971	-	-	-	180,000	172,000	8,000	-	$1.80-$3.00sf	-	x	x
H. Wayne I-35 & 111th St. Lenexa, Kansas	1972	3-1/2	-	3-1/2	-	-	-	$.80sf	-	x	-	-

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Source: Gladstone Associates.

SUMMARY OF KEY CHARACTERISTICS OF
SELECTED INDUSTRIAL PARKS
I-35 CORRIDOR
KANSAS CITY

Name/Location	Date Marketing Began	Acreage			Sale Price Per Acre	Building Lease Rate Per Sq.Ft.	Marketing Approach			Rail	Visibility to Interstate	Access to Interstate
		Total	In Use	Available			Land Sale	Spec. Building	Build to Suit			
I-435 Corridor												
Blue Valley Ind. Park 4315 Clary Blvd.	NA	80	70	10	$35,000	$1.30	X	X	X	X	No	2 miles
Byrams Ford Ind. Park 6000 East 60th Street	1958	120	65	55	--	--	-	-	X	X	No	1 mile
Downtown Ind. Park 1201 W. 31st Street	1962	43	43	-0-	--	--	-	X	X	X	Yes	1 mile
Underground		27	6	21	--	$1.25	-	-	X	X	No	1 mile
Executive Park I-435 & Missouri River	1972	1200	150	1050	$40,000	$1.75	X	X	X	X	Yes	Abutts
Peebles Ind. Park 119th & Cartwright Grandview	1963	95	10	85	$15,000	--	X	-	-	X	No	1 mile
South Prospect Ind. Park 87th St Terr & Prospect	1970	20	1	19	$32,700	--	-	-	X	None	No	1 mile
Truman Corners 119th & Grandview Rd.	1965	60	20	40	--	--	-	-	X	X	No	1 mile
Truman Road 18000 Truman Road Independence	1973	30	7	23	$22,000	--	X	-	-	None	No	6 miles

SUMMARY OF KEY CHARACTERISTICS

SELECTED INDUSTRIAL PARKS

KCI AIRPORT AREA

Name/Location	Date Marketing Began	Acreage			Sale Price Per Acre	Building Lease Rate Per Sq. Ft.	Marketing Approach			Rail	Visibility To Interstate	Access to Interstate
		Total	In Use	Available			Land Sale	Spec. Building	Build To Suit			
Platte Industrial Park N.W. 97th Terrace & N.W. Prairie Road Kansas City	1966	133	18	115	$28,000- $39,000	NA	X			None	Limited	1/2 Mile
KCI Industrial Park N.W. 104th St. and N.W. Prairie Road Kansas City	1971	100	2	98	$30,000- $65,000	$1.90	X	X		None	Yes	1/2 Mile
Tiffany Springs Industrial Park I-29 and N.W. 102nd Terrace Kansas City	1973	207	4	203	$44,000	NA	X			None	Yes	1/2 Mile

SUMMARY OF INDUSTRIAL SPACE AND
MARKETING APPROACH
SELECTED LOCATIONS
I-29 CORRIDOR
KANSAS CITY

Name/Location	Date Marketing Began	Acreage			Building Space			Sales Price	Lease Rate	Marketing Approach		
		Total	In Use	Available	Total	In Use	Available			Land Sale	Speculative Building	Built To Suit
AirWorld Center I-29 & 112th St. Kansas City, Mo..	1975	320	20	300 (150 graded)	110,000sf	-	110,000sf	$1.00sf	$1.75- $2.25sf	x	x	x
Great Midwest I-435 & 210 Kansas City, Mo.	1972	1,700	100	1,600	-	-	-	-	$1.00- $2.00sf	x	-	x
J.A. Swartz 9505 N. Congress Kansas City, Mo.	1974	7-1/2	1-1/2	6	6,500sf	2,100sf	4,400sf	$20,000A		x	x	-

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Source: Gladstone Associates.

SUMMARY OF KEY CHARACTERISTICS
SELECTED INDUSTRIAL PARKS
NORTH KANSAS CITY AREA

Name/Location	Date Marketing Began	Acreage			Sale Price Per Acre	Building Lease Rate Per Sq. Ft.	Marketing Approach			Rail	Visibility To Interstate	Access to Interstate
		Total	In Use	Available			Land Sale	Spec. Building	Build To Suit			
Chouteau Industrial Park Chouteau Tfwy. and N.E. 33rd Terrace Kansas City	1965	26	8	18	$33,000	NA	X			None	None	1-1/2 Miles
Paseo Industrial Park Bedford and Warren Sts. North Kansas City	1960	450	432	18	$33,000- $44,000	NA	X			Yes	Yes	1/2 Mile

SUMMARY OF MARKETING APPROACH
IN SELECTED INDUSTRIAL PARKS
I-35 CORRIDOR
KANSAS CITY

	Land For Sale				Speculative Bldg Space					
						For Lease				
Name/Location	Fully Improved	Raw Land	For Buyer's Own Use	Land Lease	For Sale	Net Rent	Gross Rent	Will Build To Suit	Average Size of Parcels Sold or Leased	Price Premium Due to Rail/Access/ Visibility
I-35 Corridor										
Antioch Ind. Park 54th and Antioch Rd. Merriam	$80,000/A	NA	100%	None	None	NA	NA	NA	1/2-2 Acres	NA
Congleton Ind. Park 87th and I-35 Overland Park	$50,000-$55,000/A	None	60%	None	None	$2.05/s.f.	NA	None Recently	2-5 Acres	$0.30-$0.50/ s.f.
Johnson Co. Industrial Airport 159th and U.S. 56 Olathe	None	None	100%	$0.02/s.f. yr. plus 1-1/2¢ for charges= 3 & 1/2¢/s.f./ yr.	None	Unimproved @40¢/s.f. Improved @60-65¢/s.f.	NA	Possibly	1/2-2 Acres 10-15 Acres	None
Lackman Ind. Park 99th & Lackman Rd. Lenexa	$30,000; quoted at $.70/	None	100%	None	None	NA	NA	Possibly	4 Acres	NA
Lenexa Ind. Park 99th-101st & Pflumm Rd. I-35, I-435, NW quadrant Lenexa	Interior: $30,000-$35,000/A Hwy: $55,000-$111,000/A	None	80%-90%	None	None	$1.99/s.f. Developer pays taxes, ins. & ext. maint.	NA	None Recently	3-5 Acres 15-20 Acres	100%-200%
Merriam Ind. Park 5300-5500 Merriam Dr. Merriam		NA		None					1 Acre	
Mid-America East Ind. Park I-35 & I-435 Lenexa	$25,000-$40.000	NA	100%	None	NA	--	--	yes	5-10 Acres	50%-100%
Mi-America Industrial Estate I-35, I-435, SW area Lenexa	$30,000-$55,000	NA	100%	None	NA	--	--	yes	5-10 Acres	50%-100% $10-$20 for rail
Southwest Ind. Park 79th-87th & I-35 Lenexa	$35,000-$45,000	NA	100%	None	None	NA	NA	Possibly	10-15 Acres	NA
Brook Hollow East 87th & Quivira	--	--	--	--	--	$2.00/s.f.	--	Yes	5,000 s.f.	--
Brook Hollow West 87th & Quivira	--	--	--	--	--	$2.00/s.f.	--	Yes	20,000 s.f.	--
Park-Len 105th & Sante Fe	$35,000/A	--	100%	--	--	--	--	--	2 Acres	No
Pyramid 99th & Santa Fe	$26,000/A	--	100%	--	--	--	--	Yes	2 Acres	--
Westroads 101st St. Terr & Santa Fe	$33,000/A	--	100%	--	--	--	--	--	4 Acres	No
Oxford Square 99th Santa Fe Trail Drive Lenexa	None	None	Developer's own use, 100%	None	None	$1.90-$2.50/s.f.	NA	None	NA	NA
Berle Lee Inc. Park 119th & I-35 Olathe	$20,000-$25,000/A	None	100%	None	None	NA	NA	Possibly	3 Acres	NA
Frisco Ind. Park 151 & Ridgeview Rd. Olathe	Above $15,000	--	100%	No	None	--	--	Possibly	NA	50%-100%
Interstate Ind. Park 95th & Lackman Rd. Lenexa	None	Possibly sell at $10-$13,000/A	--	No	--	--	--	--	--	--
Mark XX 127th & Mur-Len Rd. Olathe	--	--	--	No	--	--	--	--	--	--
Olathe Santa Fe Ind. Park	Only	--	NA	No	--	--	--	--	--	--

SUMMARY OF MARKETING APPROACH
IN SELECTED INDUSTRIAL PARKS
I-435 CORRIDOR

Name/Location	Land For Sale			Land Lease	Speculative Building Space			Build To Suit	Average Size of Parcels Sold Or Leased	Price Premium Due to Rail/Access/ Visibility
	Fully Improved	Raw Land	For Buyer's Own Use		For Sale	For Lease				
						Net Rent	Gross Rent			
I-435 Corridor										
Blue Valley Industrial Park 4315 Clary Blvd., KC	$35,000/A.	--	100%	No	None	$1.30 s.f.	--	Yes	--	--
Byrams Ford 6000 East 60th Street, K.C.	--	--	100%	No	None	--	--	Yes	--	--
Downtown Industrial Park 1201 W. 31st Street, K.C. Underground	--	--		No	None	--	$1.55 s.f.	Only	1/4 Acre	$.15
Executive Park I-435 & Missouri Rive, K.C.	$40,000/A.	--	50%	No	None	--	$1.75 s.f.	Yes	1-20 Acres	--
Peebles Industrial Park 119th & Cartwright, Grandview	--	$15,000/A	100%	No	None	--	--	--	1 Acre up	--
South Prospect Industrial Park 87th St. Terrace & Prospect	--	$32,700/A	100%	No	None	--	--	Yes	1 Acre	No
Truman Corners 119th & Grandview, Grandview	--	--	100%	No	None	--	--	Yes	20 Acres	No
Truman Road 18000 Truman Road Independence	$22,000/A.	--	100%	No	None	--	--	No	2 Acres	No

SUMMARY OF MARKETING APPROACH
IN SELECTED INDUSTRIAL PARKS
KCI AIRPORT AREA

	Land For Sale				Speculative Building Space					
						For Lease				
Name/Location	Fully Improved	Raw Land	For Buyer's Own Use	Land Lease	For Sale	Net Rent	Gross Rent	Will Build To Suit	Average Size Of Parcels Sold Or Leased	Price Premium Due To Rail/Access/ Visibility
Platte Industrial Park N.W. 97th Terrace and N.W. Prairie Road Kansas City	$28,000- $39,000	NA	100%	None	NA	NA	NA	NA	3 Acres	NA
KCI Industrial Park N.W. 104th Street and N.W. Prairie Road Kansas City	Hwy: $65,000 Interior: $30-38,000	NA	0%	None	NA	$1.90	NA	NA	2 Acres	$0.65/ Sq. Ft.
Tiffany Springs Industrial Park I-29 & N.W. 102nd Terr. Kansas City	$44,000	NA	100%	None	NA	NA	NA	NA	4 Acres	NA

SUMMARY OF MARKETING APPROACH
IN SELECTED INDUSTRIAL PARKS
NORTH KANSAS CITY AREA

	Land For Sale				Speculative Building Space					
						For Lease				
Name/Location	Fully Improved	Raw Land	For Buyer's Own Use	Land Lease	For Sale	Net Rent	Gross Rent	Build To Suit	Average Size Of Parcels Sold Or Leased	Price Premium Due To Rail/Access/ Visibility
Chouteau Industrial Park Chouteau Tfwy. and N.E. 33rd Terrace Kansas City	$33,000	NA	100%	NA	NA	NA	NA	NA	4 Acres	None
Paseo Industrial Park Bedford and Warren Sts. North Kansas City	$33,000- $44,000	NA	100%	NA	NA	NA	NA	NA	5-8 Acres	$0.25/ S.F.

Industrial Land Prices and Building Rental Rates

- In general, industrial land prices range from $.07 per square foot up to $2.53 per square foot. Prices average about $.85 per square foot for the entire area.
- Average prices are lowest in the I-435 corridor at $.66 per square foot and highest in the I-29 corridor at $.95 per square foot.
- The highest priced industrial land is found in the I-35 corridor at over $2.50 per square foot for selected parcels.
- Industrial building rent levels range between $.75 to $3.00 per square foot with almost all a "net basis" and some based on a "net-net basis."
- On average, the highest building lease rates are found in the I-35 and I-29 corridors (roughly $1.95 to $1.97 per square foot) and the central area has the lowest average rates at $1.50 per square foot.

SALES PRICE OF INDUSTRIAL LAND
KANSAS CITY SMSA
1975

	Average Sales Price		Range in Price	
	Per Acre	Per Square Foot	Per Acre	Per Square Foot
I-35 Corridor	$39,743	$0.91	$ 3,250- $110,000	$0.07- $2.53
I-435 Corridor	$28,940	$0.66	$ 15,000- $ 40,000	$0.34- $0.92
I-29 Corridor	$41,583	$0.95	$ 28,000- $ 65,000	$0.64- $1.49
Central Area	$41,580	$0.95	$ 20,000- $ 63,160	$0.46- $1.45
Total SMSA	$37,026	$0.85	$ 3,250- $110,000	$0.07- $2.53

Note: The newer areas, I-29 and I-35, are the most expensive; I-29 has not been moving very well, however, and could be over-priced. Land near I-435 is cheap and still not moving well, It is convenient to everything except the Johnson County suburbs.

Source: Gladstone Associates.

INDUSTRIAL BUILDING LEASE RATES
KANSAS CITY SMSA
1975

	Average Lease Rate Per Square Foot	Range in Lease Rates Per Square Foot
I-35 Corridor	$1.95 SF	$0.75-$3.00 SF
I-435 Corridor	$1.60 SF	$1.25-$1.75 SF
I-29 Corridor	$1.97 SF	$1.75-$2.25 SF
Central Area	$1.50 SF	$1.00-$2.00 SF
Total SMSA	$1.84 SF	$0.75-$3.00 SF

Source: Gladstone Associates.

Key Characteristics of Industrial Areas

- Almost 59% of all areas surveyed have rail access. Over 65% of the parks have some visibility from Interstate highways. The average distance from Interstate highways to the parks is 1.1 miles.
- In general, the central area has excellent rail and highway access.
- There is no rail service to parks in the I-29 corridor and the vast majority of industrial land in the I-435 corridor is not visible from the Interstate Highway.
- Some 60% of the parks in the I-35 corridor offer rail service and over three-fourths have interstate visibility.

ACCESS AND VISIBILITY OF INDUSTRIAL PARKS
KANSAS CITY SMSA
1975

	Percent with Rail Available	Percent Visible from Interstate	Average Distance From Interstate Area
I-35 Corridor	60.0%	76.3%	1.0 mile
I-435 Corridor	71.4%	14.3%	1.7 miles
I-29 Corridor	0.0%	80.0%	0.5 miles
Central Area	80.0%	75.0%	1.0 mile
Total SMSA	58.8%	65.2%	1.0 mile

Note: The I-35 and Missouri River corridors have the best access and visibility, while the other corridors are unbalanced in favor of either rail or interstate.

Source: Gladstone Associates

AVERAGE SIZE OF TRANSACTIONS
KANSAS CITY SMSA
1975

	Average Size of Parcel
I-35 Corridor	6.0 Acres
I-435 Corridor	6.5 Acres
I-29 Corridor	7.3 Acres
Central Area	4.5 Acres
Total SMSA	6.0 Acres

Source: Gladstone Associates.

INDUSTRIAL DEVELOPMENT APPROACH
INDUSTRIAL PARKS
KANSAS CITY SMSA
1975

	Sale of Improved Building Sites	Build to Suit	Leasing of Speculative Space
I-35 Corridor	83.3%	55.6%	33.3%
I-435 Corridor	50.0%	87.5%	37.5%
I-29 Corridor	100.0%	25.0%	50.0%
Central Area	100.0%	25.0%	0.0%
Total SMSA	79.4%	55.9%	32.4%

Source: Gladstone Associates.

The CID and Its Competitive Position

- Between 25 and 30 acres of land in the CID have been sold to industrial/distribution type users in the last five years.
- Most interest in the CID comes from potential warehouse users and small, younger companies looking for inexpensive space to begin operations. The other major source of land sales is from expansion of firms in the CID. However, UPS bought 13 acres and Hertz and Ryder each purchased two-acre sites in the CID due to the central location.
- Very slow market recently due, in large, to the lack of available land and CID land prices. Land prices range between $.90 and $1.45 per square foot. This is toward the upper end of average industrial land prices in the metropolitan area and there are many opportunities to purchase industrial land well below these prices in suburban parks.
- Building lease rates range between $.25 and $.50 per square foot (on a gross lease basis) for multi-story buildings in the CID and $.90 to $1.50 per square foot (gross lease) for one story structures.
- Given the CID environment, most users and brokers feel that the CID does not now represent a "good value."
- The Kemper Arena is viewed by many brokers as a meaningful first step toward improvement of the CID. However, most feel that substantial additional investment will be required to remedy some of the area's fundamental problems (e.g., circulation, crime, drainage, etc.) if existing users are to be retained and others attracted.
- The CID is well positioned with regard to utilities and rail access. Industrial land brokers and developers estimate that about 20% to 30% of new tenants moving into industrial parks require rail service and another 5% to 10% will use it if available. This is a sizable share of the market and represents an opportunity for the CID. Various areas in the I-35 corridor lack sewers and it is becoming increasingly difficult to arrange for sewer extensions. The CID's superb utility situation may offer a distinct advantage if these trends continue.

RETAIL SPACE POTENTIALS

ANNUAL PER CAPITA
DAYTIME POPULATION EXPENDITURE POTENTIAL
KANSAS CITY CID

Selected Types of Expenditure	Percentage of Total Income [1]	Amount [2]
Food And Beverages	2.88%	$306.00
Pharmaceuticals	.55%	$ 58.50
Tobacco and Sundries	.61%	$ 65.00
Men's Apparel	.61%	$ 65.00
Men's Accessories	.18%	$ 19.00
Men's Shoes	.26%	$ 27.50
Barbers	.30%	$ 32.00
Total	5.39%	$573.00

1/ Based on experience in other metropolitan areas.

2/ Based on a median income of $10,625.

Source: Gladstone Associates.

SELECTED RETAIL ESTABLISHMENTS
SUPPORTABLE BY DAYTIME POPULATION
KANSAS CITY CID

	Annual Per Capita Expenditure	Estimated Number of Employees	Total Annual Expenditure	Store Productivity Standards	Square Footage Supportable	Average Store Size	Number of Establishments Supportable
Food & Beverage	$306.00	7,500	$2,295,000	$100 S.F.	22,950	3,300	6-7
Tobacco, Drugs & Sundries	$123.50	7,500	$ 926,250	$135 S.F.	6,861	5,400/20,000	1
Men's Apparel & Accessories	$ 84.00	7,500	$ 630,000	$120 S.F.	5,250	2,500/4,500	1-2
Men's Shoes	$ 27.50	7,500	$ 206,250	$100 S.F.	2,063	4,000	--
Barber	$ 32.00	7,500	$ 240,000	$ 65 S.F.	3,692	750	4-5
Total	$573.00	7,500	$4,297,500	$108 S.F.	40,816	3,590	12-15

Source: Gladstone Associates.

LOCATION FACTORS

The following materials evaluate selected location factors from a competitive market viewpoint. Specific data on utilities, structural conditions, availability of land for expansion in the CID, environmental quality, etc. are presented elsewhere in this report.

General Observations

The Central Industrial District occupies a key position in the Kansas City Metropolitan Area. Proximity to markets and suppliers, excellent visibility, superb rail access, good utilities with the exception of storm drainage, and proximity to a labor force with a skill distribution compatible with the types of jobs that are, and could be, available in the CID.

On the negative side, the area suffers from restricted vehicular access (even though several major highways run near the area, access from these arterials, into the CID is relatively difficult), poor internal traffic circulation, physical decay of many buildings in and around the CID, rising crime, and a generally unfavorable image of the area. In addition, land prices in the CID cluster toward the upper range of the KCMR, land readily available for expansion and new development is in short supply, and many people in the area hold the opinion that taxes are higher in Missouri than in Kansas. The following paragraphs discuss each of these factors and others in greater detail.

Regional/Local Access by Rail and Interior Circulation

One of the CID's principal assets is the excellent rail service it provides. Six railroads serve the CID and some of these companies have been actively promoting the area and selling industrial land. While rail access is a key feature of this area, only about 50% of CID firms now use this service and rail access is also available in many suburban industrial parks. In sum, this factor, while important, only gives the CID a modest competitive advantage over many outlying locations. Moreover, to some firms not needing rail access, the preponderance of trackage in the CID may be viewed as a locational liability. Our research indicates that many firms feel that the vehicular movement problems in the CID are due, in part, to the traffic tie-ups caused by trains blocking streets for extended periods. This factor, together with needed improvements in the street system, has been cited as a major drawback of the CID. Solutions to these problems could be accomplished by implementing some or all of the following improvements:

(1) realigning rail spurs to reduce traffic tie-ups;

(2) upgrading and redesigning streets within the CID to provide better rail/vehicle interface and general circulation; and

(3) clustering rail users in certain areas to eliminate wide-spread traffic tie-ups.

Regional Vehicular Access

Regional access to the CID is fair. Several major highways pass near the area but on-off access to the CID is limited. Toward the end of this decade, construction should begin on I-670 linking the CBD-loop with I-70. An interchange in the Genessee-Wyoming Street area (north of the Kemper Arena and American Royal Building) will serve the CID. Regional vehicular access to the CID is adequate through improvement of major streets feeding this area is warranted.

Visibility

The CID offers excellent visibility and this will be a key factor aiding conservation and new development initiatives. The area's physical positioning (near the river and somewhat lower than surrounding highways) provides visual exposure for a relatively large number of users. Development of I-670 will add to the area's visibility. However, current conditions in the CID do not create a positive visual impact and this potential market "asset" may be working against conservation and renewal in the CID at the present time. Future redevelopment subareas within the CID should be chosen to offer maximum visibility and developed in a manner that presents an improved image for the area. Due to the area's visual exposure, there is an excellent opportunity to reverse the CID's image with well positioned, front-end efforts.

Utilizing the River for Movement of Goods

Only four CID firms indicated that they now use, or would be interested in using, the river for transportation of goods. To fully develop large handling facilities would require a significant number of users and probably a substantial capital investment in on-shore/off-shore facilities. Given the present utilization of barge service, likely character of firms that may be attracted to the CID in the period ahead, and excellent rail and truck service to the area, it does not seem likely that the river will represent a significant transportation system. However, options for attracting a major large user to the CID should be retained and this feature can be used as a marketing asset.

Availability of Labor Force

Approximately 53% of the total metropolitan area labor force lived in Jackson County, Missouri in 1970. Further, roughly 10% of all workers in the Kansas City metro resided in the central city near the CID in 1970. As expected, workers living in the central city are predominantly in blue collar and service occupations. Availability of labor does not appear to be a key issue affecting industrial location within the metropolitan area. In addition, the CID's central location makes it possible for firms here to draw workers from all sectors of the Kansas City Metropolitan Region. There is some indication that the "right-to-work" law in Kansas is considered, by a few employers, to be a reason for preferring plant locations in Kansas over Missouri. However, this does not seem to be a strong factor working against the CID.

Availability and Quality of Utilities

In general, utility services to the CID are excellent with the exception of storm drainage. This item is covered in more detail elsewhere in the report.

Availability of Land for Expansion and New Development

Approximately 24 acres are now readily available for expansion and new development within the CID. This acreage is scattered throughout the area with a modest concentration just north of the Kemper Arena and south of the I-670 right-of-way. However, a substantial amount of CID land is presently underutilized and could be redeveloped into higher uses. A widely held perception in the metropolitan area is that there is limited land available in the CID and the acreage that is available is unsuitable for most modern industrial distribution/operations. CID redevelopment and conservation efforts must focus on providing attractive areas for expansion and new development. This will likely require clearing sizable, contiguous areas that visibly demonstrate the availability of land in the CID. Further, these efforts should take account of expansion needs of firms now in the CID.

Character and Visual Image of the Area

As discussed earlier, this is one of the principal drawbacks of the CID at the present time. Physical decay, congestion, narrow streets, building types that are inefficient by today's industrial development standards, and a variety of other factors combine to create an unfavorable (and highly visible) image of the CID. Redevelopment initiatives will need to be supported by promotional efforts aimed at reversing the current image (e.g., old, inefficient, dirty, congested, "a place for heavy industry only," high crime, etc.).

Comprehensive Environmental Quality

Dust, noise, pollution from vehicles, etc. contribute to the widely held view that environmental quality in the CID is poor. It was occasionally mentioned that problems with dust in the CID increased machinery maintenance costs. In short, there is a need for improvement in the CID environmental quality if conservation and redevelopment of this area is to be successful.

Tax Structure

Although the tax structure between the two states and several jurisdictions are rather complex, on balance it appears as though the effective tax burdens among jurisdictions are relatively equal. However, Kansas City, Missouri imposes a one percent earnings and net profit tax on all resident individuals with earned income, non-residents employed in the City, and corporations. This is a highly visible tax that was occasionally cited by firms as a drawback to the Kansas City, Missouri location. The occupational license taxes imposed in Kansas City, Missouri and North Kansas City (and not imposed in Kansas) are levied on manufacturing concerns at the rate of $.85 per $1,000 of goods manufactured within the City and $.65 per 1,000 square feet of warehouse space for wholesalers and retailers. At present, the occupational license taxes are being studied for possible changes to eliminate inequities.

Crime

Reported crime in the CID increased almost 50% between 1970 and 1974. By contrast, crime in the Jackson County portion of Kansas City increased by about 10%. Burglary, robbery, assault, and auto theft in the CID rose dramatically. Although CID crime was low in absolute terms--664 reported crimes in the CID in 1974, roughly 2% of the 31,667 reported crimes in the Jackson County portion of Kansas City for the same year--the rate of increase in CID crime was substantial and the area's image suffered as a result. Most of this increase is attributable to crime associated with the Kemper Arena. The growth of crime in the CID must be slowed if conservation and redevelopment of this area is to move forward.

Character of Adjacent Areas

The CID is relatively insulated from surrounding uses. The river, bluff, and highways provide a series of natural and man-made boundaries making the CID an industrial enclave. The areas adjacent to the CID are older, low income neighborhoods. A high percentage of renter-occupied housing is found in these areas and residential values are over 50% below the SMSA median. In addition, a substantial (17.3%) share of dwelling units lack some or all plumbing facilities. As expected, most higher income residential areas are distant from the CID with the vast majority concentrated in Johnson County. The fact that firm owners and managers find superior residential opportunities in Johnson County has contributed to this area's success as an industrial focus in the KCMR. However, we do not feel that the CID's distance from executive residential locations will be a major factor influencing conservation and development opportunities here.

Other Locational Factors

Our survey of other in-city industrial development/redevelopment efforts now underway in the U. S. indicates that location factors bearing on success are principally related to upgrading the image of the area, organizing land into contiguous, well-defined areas for expansion and new development, and increased maintenance of the areas to offer an environment competitive with suburban industrial locations. In short, the CID has several specific locational and environmental liabilities which will require attention if conservation and redevelopment efforts are to be successful. However, we believe that the problems can, in large part, be corrected.

CRIME AND THE KEMPER ARENA

Along with crowds of people, the Kemper Arena has brought an increase in crime to the area. According to the Kansas City Police Department, the Arena has been the site of a large number of thefts as well as fights and other disturbances, although no figures were available. On the other hand, the Police Department did not associate the area's increase in rape and armed and strong-arm robbery with the Kemper Arena.

Statistics for the Kemper Arena area are not precise because the area also includes several blocks of low income housing which has experienced rising crime rates for several years. This area is separated from the CID by the bluffs. Therefore, the increase in such crimes as burglary can only be associated with the Arena if police protection for the residential areas was transferred to help manage the crowds at the Kemper Arena. The Police Department said that this was not the case.

IMPACT OF THE KEMPER ARENA UPON CRIME IN CID
KANSAS CITY
1974-1975

	Kemper Arena Area[1]			Remainder of CID Area[2]		
	1974	1975[3]	Percent Increase	1974	1975[3]	Percent Increase
Residential Burglary	37	58	56.8%	66	54	-18.1%
Non-Residential Burglary	41	60	46.3%	107	78	-27.1%
Armed Robbery	12	26	116.7%	30	32	6.7%
Strongarm Robbery	5	10	100.0%	13	16	23.1%
Larceny: Purse Snatch	2	4	100.0%	4	12	200.0%
Stolen Auto	31	30	-3.2%	85	82	-3.5%
Larceny: Auto Accessories	16	42	162.5%	65	92	41.5%
Larceny: Theft from Auto	15	16	6.7%	65	68	4.6%
Aggravated Assault	33	34	3.0%	28	30	7.1%
Sex Crimes	4	6	50.0%	5	6	20.0%
Total	196	286	45.9%	468	470	0.4%

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[1] The area bounded on the north by 15th St., on the south by 20th St., on the east by Washington St., and on the west by the state line.

[2] The area bounded on the north by the Missouri River, the south by 25th St., on the east by Washington St., and on the west by the state line.

[3] Twice the number of crimes through June, 1975.

Source: Kansas City Police Department.

INCIDENCE OF SELECTED CRIMES
KANSAS CITY CID AREA[1]
1970-1974

	1970	Per 1,000 Population	1974	Percent Change
Residential Burglary	98	12.6	103	5.1%
Non-Residential Burglary	100	12.9	148	48.0%
Armed Robbery	30	3.9	42	40.0%
Strongarm Robbery	12	1.5	18	50.0%
Larceny-Purse Snatch	3	.4	6	100.0%
Stolen Auto	65	8.4	116	78.5%
Larceny-Auto Accessories	62	8.0	81	30.6%
Larceny-Theft from Auto	45	5.8	80	77.8%
Aggravated Assault	25	3.2	61	144.0%
Sex Crimes	5	0.6	9	80.0%
	445	--	664	49.2%

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[1] The area bounded on the north by the Missouri River, on the south by 25th Street, on the east by Washington, and the west by the state line.

Source: Kansas City Police Department.

INCIDENCE OF SELECTED CRIMES
KANSAS CITY[1]
1970-1974

	1970	Per 1,000 Population	1974	Percent Change
Burglary	11,265	25.6	13,406	19.0%
Robbery	2,982	6.8	3,002	0.7%
Larceny ($50 and Over)	6,736	15.3	8,744	29.8%
Stolen Auto	5,570	12.6	3,719	-33.2%
Aggravated Assualt	1,921	4.4	2,433	26.7%
Rape	401	.9	363	9.5%
	28,875	--	31,667	9.7%

CHARACTERISTICS OF HOUSING UNITS
AREAS ADJACENT TO CID AND TOTAL SMSA
KANSAS CITY
1970

	Areas Adjacent to CID	Total SMSA
Percent Owner Occupied	15.8%	61.7%
Percent Renter Occupied	68.9%	32.3%
Percent Vacant Year-Round	15.3%	6.0%
Total	100.0%	100.0%
Percent Lacking Some or All Plumbing Facilities	17.3%	3.3%
Median Value	$6,745.00	$15,900.00
Median Contract Rent	$65.00	$88.00

1/ Census tracts 1, 2, 11, 12, 23.01, 28.02, 29, 30, and 45.

Source: 1970 U.S. Census of Population and Housing.

LABOR FORCE CHARACTERISTICS[1/]
CENTRAL CITY[2/]
KANSAS CITY
1970

	Central City	Central City Distribution	SMSA Distribution
White Collar Workers			
Professional and Technical	3,638	6.9%	14.7%
Managerial and Administrative	2,124	4.0%	8.7%
Sales	1,629	3.1%	8.0%
Clerical	9,790	18.6%	22.2%
Total White Collar	17,181	32.6%	53.6%
Blue Collar Workers			
Craftsmen	5,585	10.6%	13.6%
Operatives, Except Transport	8,711	16.6%	11.4%
Transport Equipment Operatives	2,718	5.2%	4.1%
Laborers, Except Farm	3,989	7.6%	4.8%
Total Blue Collar	21,003	40.0%	33.9%
Service Workers	12,431	23.6%	10.6%
Private Household Workers	1,963	3.7%	1.0%
Farm Workers	50	.1%	.9%
Total Workers	52,628	100.0%	100.0%

1/ By place of residence.

2/ The aggregation of census tracts 1-4, 10-19, 23-27, 28.01, 28.02, 29-33, 36.01, 36.02, 37-45, 49, 50, 52-55, 56.01, 56.02, 57, and 62-64.

Source: 1970 U.S. Census of Population and Housing; Gladstone Associates.

LABOR FORCE CHARACTERISTICS[1/]

KANSAS CITY SMSA

1970

	Kansas		Missouri				
	Johnson County	Wyandotte County	Cass County	Clay County	Jackson County	Platte County	SMSA Total
White Collar Workers							
Professional and Technical	19,716	8,264	1,389	7,064	38,318	2,080	76,831
Managerial and Administrative	13,428	4,235	1,008	4,384	21,236	1,204	45,495
Sales	12,487	3,861	722	3,594	20,399	667	41,730
Clerical	17,845	16,443	2,284	12,370	64,125	2,422	115,489
Total White Collar	63,476	32,803	5,403	27,412	144,078	6,373	279,545
Blue Collar Workers							
Craftsmen	9,498	11,663	2,436	8,724	36,458	2,261	71,040
Operatives, Except Transport	4,821	10,459	2,431	5,801	34,503	1,137	59,152
Transport Equipment Operatives	2,098	4,020	829	2,796	10,994	517	21,254
Laborers, Except Farm	2,548	4,947	751	2,179	14,120	470	25,015
Total Blue Collar	18,965	31,089	6,447	19,500	96,075	4,385	176,461
Service Workers	6,309	9,219	1,245	4,721	32,380	1,169	55,043
Private Household Workers	397	674	140	281	3,676	75	5,243
Farm Workers	724	359	1,032	580	1,326	668	4,689
Total Workers	89,871	74,144	14,267	52,494	277,535	12,670	520,981

1/ By place of residence.

Source: 1970 U.S. Census of Population and Housing; Gladstone Associates.

SURVEY OF FIRMS THAT LEFT THE CENTRAL INDUSTRIAL DISTRICT
SUMMARY RESULTS

Fourteen firms that have moved from the CID in the last decade were surveyed by telephone to determine the principal reasons for their departure. The following materials are divided into three major sections: (1) Summary of Firm Characteristics; (2) Evaluation of the Relocation Decision; and (3) Major Reasons for Leaving the CID.

Summary of Firm Characteristics

- The CID facilities occupied by these firms ranged in size from 10,000 square feet to 250,000 square feet.
- Eleven of the firms surveyed left the CID within the last five years and three employers moved out between 1965 and 1970.
- Most firms leased facilities in the CID and the majority moved into their own buildings in other locations.
- The majority of firms moved from the CID into established industrial parks.
- Virtually all firms moved from the CID to North Kansas City or Johnson County.
- One firm moved because it was going out of business and one enterprise transferred their operations out of State.

Evaluation of the Relocation Decision

The preponderance of firms surveyed in this analysis had been in the CID for several years and for many this had been their only location since the business was founded in Kansas City. In all cases, the decision to leave the CID was prompted by the need for a different amount of space--either more or less--than they occupied in the CID. In short, the decision to leave (or stay) was principally a result of factors internal to the daily business operation of the firm and did not, at the outset, reflect an explicit dislike for the CID or preference for another location.

Once the need for an expanded (or smaller) facility was identified, the firm owners/managers began evaluating their CID location and the options available to them. Most saw very limited opportunity for satisfying their facility needs within the CID. In short, they had four basic options:

- Complete remodeling of their existing facility--oftentimes at considerable cost with the likelihood that the resulting rehabilitated structure would still not meet their specific needs.

- Demolition of the existing structure and rebuilding on the same site; also a costly option both in terms of demolition and construction costs. In addition, they would have to temporarily relocate their operations while this process was underway.
- Abandonment and/or sale of the existing structure and moving into another location in the CID where they would build a new facility. Several firms stated that this option was considered but the lack of readily available sites in suitable locations discouraged this approach.
- The firm could leave the CID and seek a new location that suited its specific needs. Most employers chose this option for a variety of reasons.

Once these firms had identified the need for different facilities to accommodate their new scale, they began to evaluate and compare the CID with other locations in northern Kansas City or suburban industrial parks. This evaluation normally brought to light a host of factors which, when taken together, encouraged the firm to leave the CID. Some of the major reasons for leaving the CID cited by these firms are summarized below.

Major Reasons for Leaving the CID

Most of the problems which prompted these firms to leave the Kansas City CID can be associated with the age of the area. Old buildings requiring constant and costly maintenance, outmoded facilities not designed for efficient industrial and material handling methods, frequent traffic congestion, and general decline in public services were often cited as major reasons contributing to the decision to leave the area. In addition, some firms--though not as many as might be expected--indicated that higher cost and limited availability of buildable land in the CID were also important issues contributing to their decision to leave the area.

Most firms did not seriously consider staying in the area and did not, therefore, critically evaluate the comparative costs of rebuilding in the CID vs. moving into suburban industrial parks. The physical and environmental factors mentioned above convinced many to leave prior to carefully evaluating cost considerations. In short, when potential CID locations were compared to other options available in the metropolitan area, the CID was judged less competitive than other alternatives. Following is a brief discussion of major reasons firms cited for leaving the CID.

- Need for a Larger or Smaller Facility (discussed previously).
- Old Building. Most firms were located in older structures requiring costly maintenance and upkeep.
- Traffic Congestion. Many employers complained about the traffic congestion caused by a maze of one-way streets, roads blocked for extended periods by trains, trucks protruding into the street as they are loaded or unloaded due to inadequate space for material transfer.

lack of adequate on-street parking, and general decline in the condition of CID streets. The traffic congestion problems were emphatically mentioned several times and firms seem to feel that this was one area where meaningful improvement in the CID environment could be achieved through better design and maintenance of the interior transportation system.

- Outmoded and/or Inefficient Buildings. Quite apart from the age and condition of buildings, several firms mentioned that their structures were designed for antiquated industrial methods and made business operations inefficient and most costly. For example, ceilings are often too low for forklift and other material handling operations. Multi-story buildings give rise to increased labor costs and are not "space efficient" in view of today's technology, loading areas are inadequate for long tractor trailer trucks.

- Inadequate Loading Facilities. This problem is directly related to inefficient building design and congestion problems discussed above.

- General Decline in Area Public Services. Spreading blight, crime, growing physical and psychological isolation of the CID from residential and other downtown commercial areas, poor maintenance of streets and other problems with the area were cited.

- Lower Labor Costs in New Location. Labor cost differentials between the CID and other regional locations seem to be a relatively minor factor. However, one instance was cited where a firm moved to Kansas to avoid union problems in the CID.

- Lower Taxes at New Locations. The tax rate had very little influence on the decision to leave the CID. Most firms perceived taxes as approximately equal between the CID and other locations or had not considered this issue.

- Improved Parking in New Locations. This factor had little, if any, influence on the decision to leave the CID.

- Greater Labor Availability in the New Location. None of the firms surveyed cited this factor as having any influence on their decision to leave the CID. It was felt that labor was equally available in all locations throughout the metropolitan area.

Another factor also mentioned was the proximity of new locations to areas where chief executives of firms resided (e.g., Johnson County).

In all cases, the decision to leave the CID did not arise until the firm was faced with the need for a larger or smaller facility. When this requirement was identified, most firms found that there were several location options in the metropolitan area that offered major advantages over the CID. The fact that the relative cost of staying in the CID versus moving to a suburban location was seldom mentioned indicates that firms, in large part, were basing their decisions to leave the CID on factors other than a direct comparison of the relative costs involved. In short, building conditions, traffic congestion, image of the area and other qualitative issues were overpowering factors that caused these firms to conclude that moving out of the CID was in their best interest.

The following table presents the major factors influencing firms to leave the CID.

MAJOR REASONS FOR RELOCATION: FIRMS THAT HAVE LEFT THE KANSAS CITY CID

Factor Influencing Decision to Leave CID	Times Cited
Needed Larger or Smaller Facility	13
Old Building	8
Traffic Congestion	7
Outmoded Building	6
Inadequate Loading/Unloading Facility	5
Decline in Area Image and Services	4
Lower Labor Cost in New Location	2
Lower Taxes in New Location	2
Improved Parking in New Location	2
Greater Labor Availability in New Location	0

Source: Gladstone Associates telephone interviews with plant owners and/or managers. August, 1975.

Relocation and Space Needs

A change in space needs is perhaps the most common impetus to the relocation of a firm, whether the need is for more or less space. Generally, the change must be very great before a company feels forced to move.

In the case of firms which had left the CID, the new facility had between 50% and 225% more space than the old. Three facilities had a less than 50% increase in square footage, but in each of these the change from a multi-story to a single-story structure made for a more efficient use of space and thus a great increase in usable space. In addition to this expansion, several firms purchased more land than even their expanded facilities required, with an eye to future expansion. For those firms retrenching, the average shrinkage was 80%. The smallest change was 50%, while one concern went out of business.

RESEARCH OF COMPARABLES IN OTHER METROPOLITAN AREAS

In order to determine what methods might be most effectively used to attract industry to the Kansas City CID, a survey of other areas was undertaken. Telephone calls were made to private industrial realtors and developers as well as to public and quasi-public agencies to gain insight into the range of financial incentives, administrative programs and marketing techniques being employed, and to determine their relative success and impact.

Results from the following cities with in-city industrial parks will be summarized: Philadelphia; Chicago; Hartford; Baltimore; Hampton-Newport News; Omaha; and Milwaukee.

Information relating to the State of Arkansas and its promotion of industrial growth has also been included.

Relative to the efforts of these cities, certain key observations can be made.

- With one exception, each city and park surveyed offered a financial incentive to attract industry. This was either through low-interest loans or by pricing land well below market levels, or both.
- There is a fierce competition for industry between and within metropolitan areas, and those who are most aggressive and go after industries tend to get them.
- Successful in-city developments all were marked by excellent city police and sanitation services, and were large enough to be distinct from the surrounding environment.
- Cities depended heavily on expansion of local industries for growth. Only in the South has attraction of industries from outside the area been the key to growth.

While there are common threads running through the experience of each city surveyed, there are also differences of approach which are relevant to the problems and opportunities facing the Kansas City CID. A summary of the efforts of each city follows.

PHILADELPHIA

Philadelphia Industrial Development Corporation

The Philadelphia Industrial Development Corporation (PIDC) is reportedly one of the most effective development units in the country. Since its inception in 1958, it has participated in projects costing over $500 million and involving over 100,000 jobs.

The main attraction of PIDC is its financing program. Instead of borrowing directly from a bank or other private lending institution, a company may arrange the loan through PIDC which can borrow with tax-exempt interest rates. Since the tax exemption effectively increases the return for the lender, interest rates charged PIDC are substantially below market rates. Borrowing through PIDC can mean an interest rate three to four points below what a company could get by borrowing directly. Moreover, PIDC can arrange for a loan to cover 100% of the total development cost, including land, building and equipment. PIDC can also help a company take advantage of a state program providing low interest on a second mortgage loan for up to 40% of the project cost.

An extensive land development program is also administered by PIDC. The land comes from two sources: the Land Bank and the Philadelphia Redevelopment Authority (PDA).

Through the Land Bank, a $20 million revolving fund created by the City and administered by PIDC, industrial acreage is acquired and necessary improvements, including clearing, improving or building streets, and installing sewers, are made. The land is then sold and the proceeds go toward the acquisition of new sites.

PDA, on the other hand, assembles, clears and improves industrial sites in urban renewal areas. PIDC markets the sites.

PIDC is a quasi-public organization formed by the City and the Chamber of Commerce. It has grown to be largely self-sufficient; in 1974, the City's contribution was down to $25,000, and that of the Chamber of Commerce to $2,500. The state government provided $90,415, the balance of PIDC revenue was from interest on PIDC bank deposits ($161,040) and service charges to PIDC clients ($282,082).

The growth generated by PIDC has, as in other cities surveyed, been based upon the retention and expansion of existing industries rather than on attracting new companies. In fact, 46% of the 1974 employment for which PIDC claims credit involved the retention of jobs, rather than the creation of new opportunities.

To change this situation, PIDC has initiated a $1.5 million advertising campaign to promote Philadelphia as a location for industrial and commercial development. The campaign is planned for a three-year duration and will be national in its scope.

Philadelphia In-City Industrial Park

Since 1962, PIDC has marketed over 750 acres of industrial land at an average rate of 54 acres per annum. The annual rate for the Land Bank alone slipped to 36.9 acres for the period from 1972 through 1974, but the slack has been taken up by PDA urban renewal land. While much of the Land Bank acreage has been located in the less heavily developed areas of the City, the trend is toward the center city.

Two PDA industrial parks adjacent to the Philadelphia CBD have been able to sell land virtually as fast as they can clear it, as the table below demonstrates.

Park	Available 1972	Sold 1972-1974	Remaining 1974	Annual Rate 1972-1974	% of Total Sold 1972-1974
Franklin	13.2	13.0	0.2	4.3 A	98.5%
Callowhill	22.0	19.1	2.9	6.4 A	86.8%
Total	35.2	32.1	3.1	10.7 A	91.2%

Land in these parks has been selling at market price levels of $75,000 to $80,000 per acre. There are two other PDA industrial parks in the center city for which data are not available.

Important to the parks' success was their isolation from the adjacent residential areas, according to PIDC officials. Flanked by major trafficways and large enough to be distinct from commercial areas, the parks remain untouched by vandalism or crime. Also, PIDC maintains certain aesthetic standards for buildings in its industrial parks designed to maintain a liveable environment.

Another in-city industrial park, Penrose III, was established on Land Bank acreage. Established in 1964, the park has average annual sales of 11 acres. The average for the period 1972 through 1974 is 12.3 acres, or 33.3% of the Land Bank total for the period.

All of these land sales represent actual use of the land for industrial purposes. The PIDC requires a minimum 25% coverage of any land which it sells, thus discouraging speculation and encouraging employment.

Tracts in Philadelphia's in-city industrial parks average from four to six acres, with the largest being 20 acres. It is reported that all buildings in these parks are single story structures.

PIDC is also marketing an old multi-story building in conjunction with the Philadelphia Garment Industry Board. They have leased approximately 175,000 square feet of space in the 700,000 square foot structure. One tenant is the City of Philadelphia, which stores voting machines in the building.

Assembly of Land for Industrial Parks

In the formation of in-city industrial parks, PIDC is faced with the task of assembling large parcels of land for development in the face of often fragmented ownership. This is important because these parks, often located in borderline areas, must be large enough to be distinct from the surrounding, deteriorating areas and give an impression of safety and liveability.

The PIDC's essential tool toward this end is the PDA, which has the power to condemn land, paving the way for acquisition by PIDC, the Land Bank or private developers. Thus, PIDC is able to deal with any undesirable parcels which might disrupt its industrial parks.

Besides purchasing acreage, PIDC has been able to add to its inventory of industrial land through gifts. The City donates any land in industrial areas which it seizes for failure to pay taxes, and in some instances corporations have donated land. In one case, a company which was leaving the City donated the 700,000 square foot plant which it was abandoning. The City encouraged the gift by placing an inflated value on the property, enabling the company to take advantage of a very large tax deduction.

CHICAGO

Mayor's Committee for Economic and Cultural Development

The Mayor's Committee is composed of a business and labor elite of 150 and a small full-time staff of 12 professionals, supported by City general funds of about $225,000 per annum.

The Mayor's Committee is also supported, and enthusiastically, by the Mayor, and this has been the key to its success. The influence of Mayor Daley and the cohesiveness of Chicago's Congressional delegation have helped Chicago become a major recipient of federal EDA funds for depressed areas of urban centers. The Mayor also inspires unequalled support from all other city agencies, allowing the Mayor's Committee to accomplish a great deal with its small staff. Through its use of federal funds, Chicago has been able to offer land at prices substantially below the market.

Chicago depends primarily upon the growth of existing industries rather than upon attracting new industries. In fact, its success has been in holding its own against the flight of industry to the suburbs and the South; the City has been able to break even on manufacturing employment over the past 15 years.

Chicago has also been a witness to the development of significant private in-city industrial parks which have a particular relevance to the situation facing the Kansas City CID.

Chicago Stockyards

Three industrial parks have been established in the Chicago stockyard area. One consists of five separated parcels totaling 21.6 acres. The developer has erected two speculative buildings of 168,000 and 109,000 square feet. Both have been ready since April, 1975, and both are empty. The price of land in the park is $2.25 per square foot, and none has been sold.

The other two parks have been much more successful. The land for the first, located in the northern section of the stockyards, was assembled in 1951. In that year, the pens were demolished, the land cleared, and the layout of streets and sewers initiated. By 1962, building had begun. By 1967, all 90 acres were sold out and built over. No public funds were involved.

Meanwhile, the southern portion of the stockyards were still in operation. At first, this was a problem for the developers--many companies had very negative impressions of the odors, and the image of the stockyards vis a vis their corporate image. This prejudice was shortly overcome, however, by the attractive modern buildings of the park, and the fact that the park, at 90 acres, was large enough to establish its own identity and image.

In 1972, clearance began on the southern portion of the stockyards which had in the meantime discontinued operations. Again, clearance and street and sewer layout was accomplished by the developer without public assistance.

Indeed, the developer considered public funds more as a detriment than an asset. With federal funds go requirements regarding setbacks and employment which severely restrict the flexibility necessary for successful development.

Of the original 100 acres of the south stockyards park, 40 to 45 were sold in 1972 and 1973. The remainder has been held off the market since the beginning of 1974 while two groups considered buying all of the remaining acreage. The sales price of land is $2.25 per square foot; two years ago the price was $1.80 per square foot. Both figures coincide with the market levels of their periods.

Like the northern park, the southern is entirely contiguous and is very compact in shape, and this has helped development. Mayor Daley lives in the stockyard area, and City services are reported to be excellent.

HARTFORD

Hartford offers three attractions to lure new and keep existing industries: tax deferrals; manpower training programs; and personal attention.

Tax deferrals apply to both new and expanding companies. The City defers taxation completely for three years, and requires only a 10% payment the fourth year, 20% the fifth, and so on. In 1974, Hartford had an effective property tax rate of $3.74 per $100 of market value.

The manpwer training program is funded by the U. S. Labor Department under the Comprehensive Employment Training Act (CETA) for which Hartford is the area center. Through CETA, Hartford is able to offer a company a trained labor force at no expense to the company.

The most important aspect of Hartford's economic development program, though, is the personal attention given to local industry. The Hartford Economic Development Corporation works with the company on a one to one basis, getting to know the company and its problems, and serving as its champion in City Hall, cutting through red tape. The Corporation is backed by in-kind assistance from local industries, including assistance from junior executives in problem solving.

The Hartford Economic Development Corporation is currently overseeing the establishment of two office parks in the City. One, Colt Park South, used to be 87 acres of slums. These were purchased and cleared under the auspices of a now-defunct federal program. Streets and utilities were also installed. Land clearance was completed in 1973. One 22-acre parcel has been sold to the United Parcel Service, which will move in shortly.

The second park, North Meadows, is 750 acres of open land, formerly a flood plain. The land is being purchased and developed by equal city and state appropriations. The land in both parks is being offered at sub-market price levels.

BALTIMORE

The Baltimore Industrial Development Corporation (BIDC), like that of Philadelphia, is a quasi-public organization. The City and the Chamber of Commerce each contribute $75,000 annually to a $3 million revolving fund for industrial parks. The funds from the City and Chamber of Commerce cover the salaries of the small staff.

BIDC obtains loans for businesses through the Maryland Industrial Development Financing Authority (MIDFA), again much as in the Philadelphia experience. Loans are limited to 90% of the cost of land and buildings (including site preparation, architectural and engineering fees, appraisals, legal fees, etc.) and can be financed over as much as 25 years. Machinery and equipment may be financed up to 70% of cost for up to 15 years. There is a limit of $5 million principle on each project.

HAMPTON-NEWPORT NEWS

In 1955, the cities of Hampton and Newport News, Virginia, formed the Regional Redevelopment and Housing Authority. A $5 million bond issue purchased 869 acres of wartime housing. Since the, the bond has been retired and the housing transformed into an in-city industrial park which has accounted for over 25% of the area's new industrial land for the past 20 years. The only public funds have gone to pay authority employees.

Funds for the development of the park came exclusively from revenue from the public housing project on the site, and from the sale of the land. As funds became available, units of the project were demolished (and much of the rubble sold), and the land converted to industrial use and sold. Roads and utilities were present in the housing project and have not required improvement.

Although low-interest loans are available to new or expanding companies, the main reason for the success of the Authority in attracting industry is certainly the low price of land: $11,000 per acre as compared to $20,500 per acre. The Authority is actually charging less for the land, in constant dollars than the purchase price, but the object of the Authority is not profit. The park has sold 650 acres to 26 firms, all fully taxable, which in turn employ 5,230 workers, all fully taxable.

The park is protected by covenants, including setbacks of 80 feet on frontage roads and 30 feet on side roads. These help to break the urban atmosphere. Municipal services are assiduously provided not only in the park but in the surrounding neighborhood which, without these services, would be a slum. As it is, there is no problem of vandalism or crime in the park.

MILWAUKEE

The Milwaukee effort to attract and retain industry has focused on offering an attractive financial package to industry through a Land Bank, industrial revenue bonding, and tax breaks.

The Land Bank Program was begun in 1963 when a parcel was purchased through a specific city appropriation. Each year more land was purchased through additional appropriations and by turning revenue from sales into a revolving fund. Three years ago, the City made a final $2 million appropriation bringing the assets of the Land Bank revolving fund to $4 million. No further appropriations are intended as the agency is supposed to be and has become self-supporting.

Since its inception, the Land Bank has purchased 785 acres of which 275 has been sold to 26 companies. Most of these have relocated from the central city, and would have moved to suburban parks but for the Land Bank. All have built single-story buildings. These 26 companies account for over 1,500 jobs and $2 million in annual tax revenue.

The tax revenue would be greater but Milwaukee in 1974 instituted massive tax relief for business industry which means, according to the Department of City Development, a tax decrease of 50% for manufacturing firms. The personal property tax on machinery and equipment was eliminated, taxes on inventories were sharply reduced and will be eliminated, corporate income taxes were reduced up to 16% due to a change in the taxation formula, taxes on pollution abatement equipment were eliminated, property taxes were cut, and the sales tax paid on fuel and electricity were eliminated.

Industrial revenue bonding for up to 100% of project cost up to $5 million is also available. With the usual federal income tax exemption, the bonds save up to 2% as opposed to conventional financing.

The Department of City Development also works with individual companies in an effort to solve their individual problems which might otherwise drive them from the city. This includes working with other city agencies in an effort to cut red tape, and also assistance with expansion plans and site selection.

OMAHA

Unlike other economic development corporations studied, the Omaha Industrial Foundation has been financed entirely by private donations. In 1972, Omaha businesses contributed a total of $1 million to set up the Omaha Industrial Fund. Since it was a nonstock non-profit organization, these donations were tax deductible. Since 1952, the Fund has grown to $16 million in gross assets and has accounted for half of Omaha's total industrial land absorption.

The OIF created seven separate industrial parks covering over 2,100 acres. The two earliest parks (720 acres) are now sold out and employ some 12,000 people and represent over $200 million in plant investment. A third park (225 acres) is 50% sold and contains 15 firms employing 750 workers. Two other parks are being improved.

Another park is being assembled and developed on open land along the Missouri River. The City of Omaha is providing $2 million for streets, sewers and other improvements, and OIF is providing $4.2 million. The balance of $4.4 million for the park will be supplied through an EDA grant made with OIF acting as local development corporation.

A similar joint city-federal-OIF venture is the South Omaha Industrial Park, 110 acres of former stockyards and packing houses. This park was developed in 1973 and is now approximately half sold. The price of land here ($0.55-$0.65) is somewhat below the city average ($0.68). The lower price is a result of the federal funding.

The OIF also is very active in trying to help local industries and to attract new industries, and trips have been made to other metropolitan areas in an effort to lure firms to Omaha. There is a staff of two professionals with one secretary whose salaries are paid out of OIF land sales.

ARKANSAS

Like other Southern states, Arkansas is making every effort to leave the economic backwaters of America by attracting new industries, and with major success. Between 1960 and 1970, manufacturing employment in the state rose from 102,386 to 167,839. By 1973, it was to 200,231, nearly double the 1960 level.

In attracting industry, Arkansas uses every tool available. General obligation as well as revenue bonds are available, along with the attractive interest rates they bring. An abmitious manpower training program enables the State to guarantee a trained labor force to companies entering the State. A favorable labor climate is also touted.

Arkansas does not, however, have a monopoly on these inducements to industry, and they alone do not explain the special success which that state has enjoyed. The key is a modern, aggressive staff which actively seeks out industry and offers personalized attention.

The staff is built around a computer in which are recorded data on every million dollar company in the United States (excepting those for which Arkansas is an obviously unfit location) or every company employing at least 100 persons. The computer can sort data pertaining to these companies by industry, by location, by period of time, by whatever, and match that information with appropriate locations in the State. A reader copier beside his desk enables the Director of the Consultant Division of the Arkansas Industrial Development Commission to speak knowledgeably about any of these companies during the first phone call of inquiry. Within a matter of hours, a large personalized report will reach the prospective client via air express.

When inquiries lag, the staff can turn to the computer, draw information on every industry within a given city or metropolitan area, and then go to that city and talk to the companies about any of 200 Arkansas communities and how those communities can meet the needs of each individual company.

The first of these forays was the New England area, and the staff has since been working its way west. Milwaukee was the latest target.

SURVEY OF MAJOR INDUSTRIAL DEVELOPERS

The purpose of this task was to discuss with major industrial park developers the current level of market acceptance of in-town industrial developments. All companies surveyed find all in-city development to be filled with unacceptable conditions and risks to profitable ventures. Although these problems and their potential resolutions will be approached one by one below, it is necessary to keep in mind that they are all closely interrelated.

The most general observation that can be made is that for any in-town industrial park to be made attractive to large-scale developers, the product to be offered must be as attractive in all ways as the current suburban competition. The principal problem with in-city land of any sort is that it is too expensive to develop. Contacts so far stress that the cost of in-town sites must be somehow artificially lowered in order to compete with suburban parks. This is especially important for a developer who is interested in retailing finished lots to end-users. City governments have often attempted to do this by buying sites and reselling them. The prices still are not generally low enough to be especially attractive.

A second problem is the amassing of sufficient land area to allow the developer to create an identity not only of his own development, but also to show that redevelopment is under way and that the area is taking on a new, improved character. One source cited 30 acres as being the minimal amount which can be worked with. Any smaller area will have a prohibitively high unit construction cost and will be an area too small to create its own environment.

Developers who have already worked in large city industrial areas are almost always discouraged by the seemingly endless bureaucracy of the one or more governments which it is necessary to deal with. It was stressed in conversation that a central organization must be created to be the one point of contact with developers. The created organization would handle the majority of paper work for the commercial world. This problem is most evident in areas where a small town located near a major city is able to attract as much or more new development than the big city because of its small bureaucracy and its ability to handle new business quickly.

Crime in the inner-city areas is a perceived problem by would-be tenants and developers whether or not it truly exists. To solve this locational weakness, public relations work together with the ability to start the redevelopment with enough "mass" or land area to create a new image are necessary.

Various tax incentives were cited as possible inducements to new industry. Even here there appears to be a certain wariness on the developers' part. There needs to be assurances that abated taxes will not rise to precipitiously high levels in the short term and cancel out the revitalized area's ability to attract additional tenants. And again, there needs to be a simplification of the governmental approval process for such financial assistance. It is simply easier for the developer to seek out new opportunities in suburban locations where smaller governments are easier to deal with.

In the long term, there is a need to demonstrate an overall city involvement in the project, especially in the form of a comprehensive plan. This plan must demonstrate the ways of solving inherent weaknesses of the area to be redeveloped. It must show how streets and utilities could be relocated in order to create larger, better configured parcels which today's developers and tenants are looking for. It must show ways of solving various ingress and egress problems for the industrial area, such as at-grade rail crossings.

In sum, the in-city industrial development must be made as attractive in terms of land cost, ease of assembly of sufficient land, security and simplicity of doing business as that of the suburban industrial park. The city government must allow for an approach which is mindful of the real business economics and marketing issues confronting developers and would-be tenants.

SURVEY OF MAJOR RAILROADS, UTILITY COMPANIES AND REALTORS

The purpose of this task item is to describe the projected impact considerations of the railroads and utility companies and insights on the future of the CID from area realtors.

Among the seven railroad companies interviewed, a total of 10 to 15 acres seems to be available for sale to rail users. All other rail company holdings are considered to be necessary for their current operations. The interviews uncovered no planned major changes in rail service to or in the CID. To enumerate the contacts specifically:

- Kansas City Southern Lines sold off some land in 1974, but has no intentions of disposing of any more.
- Kansas City Terminal Company has no plans of selling off land or changing its future operations.
- Union Pacific sold some land in 1960 but currently plans no further sales.
- Frisco Railway has never sold off land and has no intention of doing so. Their freight traffic has increased over the years.
- Chicago and Northwestern has no land for disposal.
- Santa Fe has 10 to 15 acres available for a rail user.
- Missouri-Pacific has sold off some land since 1970, but has only about 10,000 square feet available still.

Contact was made with the Missouri State Highway Department. The only planned major improvement is the I-670 connector from the southwest corner of the CBD loop with I-70 in Kansas. There will be no interchange in the Genessee/Wyoming Street area at grade. The balance will be mostly elevated. Most of the property easements are complete. The earliest starting date would be in the 1978-1980 period.

The Board of Public Utilities provides water and electric service to the Kansas City, Kansas portion of the CID. It currently has one electric substation on one acre. This will be phased out by 1978 and the land sold. This phase-out will not change the electric power availability to their service area. The water service to the area will not be increased in the foreseeable future. An oversupply now exists due to the exiting of several large meat packers who were large water users.

The Gas Service Company which serves all the CID with natural gas has no plans to change the current level of service or sell off any land. Gas Service is currently under restriction from its suppliers relative to new hook-ups. No new users with needs in excess of three million cubic feet daily or expansions from existing users are allowed. Many large-scale users have turned to alternate fuels.

STATISTICAL MARKET DETERMINATIONS

Employment Growth

For the general purpose of this analysis, the Metropolitan Kansas City Area has been subdivided into four areas or corridors in order to better understand the future direction of growth. Projections developed by the Mid-America Regional Council were investigated and found to be a consistent set of forecasts for employment and population into the future. Such projections are especially viable in that they take into account years of understanding of the dynamics of local growth patterns. A cordon line was established in the MARC planning process which is meant to define the "boundary" of expected dense growth. As the projected employment increases outside of this line represent only 1% to 4% of the total metropolitan area, this boundary has been dispensed with in this analysis.

The corridors used for the analysis of projected employment and population are groupings of counties in the Kansas City SMSA. The northwest corridor is made up of Platte County; the southwest of Johnson and Wyandotte Counties; the southeast of Jackson and Cass Counties; and the northeast of Clay and Ray Counties. While it is understood that any groupings are artificial, it is supposed that these four areas can display some of the intra-regional forces.

- Regional Growth. The region as a whole is expected to show positive employment gains at an average annual rate of about 2% or around 12,000 jobs annually during the 1970-2000 period. About one-third (4,000) of this growth will occur in the "Industry" grouping which includes jobs in construction, manufacturing, transportation and wholesale trade. Other large increases will be among "Services" and retail trade categories.

EMPLOYMENT PROJECTIONS
KANSAS CITY METROPOLITAN AREA
1970-2000

				Average Annual Change			
				1970-1980		1980-2000	
	1970	1980	2000	Number	Percent	Number	Percent
Agriculture	7,007	6,713	4,643	-30	-0.4%	-100	-1.5%
Mining	723	495	469	-20	-3.2%	-1	-0.3%
Industry1/	234,570	276,448	361,101	4,190	1.8%	4,230	1.5%
Retail Trade	85,813	108,510	147,576	2,270	2.6%	1,950	1.8%
Services2/	105,834	141,004	201,079	3,520	3.3%	3,000	2.1%
Government	64,689	84,385	127,114	1,970	3.0%	2,140	2.5%
Unclassified	54,618	64,209	76,367	960	1.8%	610	0.9%
Total	553,254	681,754	918,349	12,860	2.3%	11,830	1.7%

1/ Includes Construction, Manufacturing, Wholesale Trade and Transportation.

2/ Includes Services and Finance, Insurance and Real Estate.

Source: Mid-America Regional Council; Gladstone Associates.

Total employment, regardless of industry, will continue to increase in those areas which have been traditional growth areas. In the near term (1970-1980), the southwest corridor, especially Johnson County, displays the greatest gains with the regional core area at almost a similar level. In the 1980-2000 period, such disparities or unevenness in the dispersion of growth is projected to accentuate with the southwest corridor capturing over 30% of new jobs and the core area declining to less than 12% from a level of 20% in the earlier 1970-80 period. Other corridors show minor changes and remain at almost constant levels. As mentioned, 96% to 99% of all increases occur within the cordon line area (inner tiers) throughout the analysis time-frame.

FORECAST OF TOTAL EMPLOYMENT
KANSAS CITY SMSA AREAS
1970-2000

				Average Annual Change			
				1970-1980		1980-2000	
	1970	1980	2000	Number	Percent	Number	Percent
Central Area 1/	107,008	114,028	128,833	702	0.7%	740	0.6%
South Area 2/							
Inside Cordon	249,738	286,333	348,706	3,660	1.5%	3,119	1.1%
Outside Cordon	5,518	5,608	8,808	9	0.2%	160	2.9%
Total	255,256	291,941	357,514	3,669	1.4%	3,279	1.1%
Northeast Area 3/							
Inside Cordon	41,787	65,300	94,444	2,351	5.6%	1,457	2.2%
Outside Cordon	8,055	9,301	13,891	125	1.5%	230	2.5%
Total	49,842	74,601	108,335	2,476	5.0%	1,687	2.3%
Northwest Area 4/							
Inside Cordon	9,023	32,920	74,485	2,390	26.5%	2,078	6.3%
Outside Cordon	6,215	7,280	9,753	106	1.7%	124	1.7%
Total	15,238	40,200	84,238	2,496	16.4%	2,202	5.5%
West Area 5/							
Inside Cordon	135,451	171,661	256,238	3,621	2.7%	4,229	2.5%
Outside Cordon	8,882	8,582	10,961	-30	-0.3%	119	1.4%
Total	144,333	180,243	267,199	3,591	2.5%	4,348	2.4%
Total							
Central Area	107,008	114,028	128,833	702	0.7%	740	0.6%
Inside Cordon	435,999	556,214	773,873	12,022	2.8%	10,883	2.0%
Outside Cordon	28,670	30,771	43,413	210	0.7%	632	2.1%
Total	571,677	701,013	946,119	12,934	2.3%	12,255	1.7%

1/ Origin-destination zones 090,091,092 in Wyandotte County, and 362,363,365,372,373,374,376,377,379,380, 384-394 in Jackson County.

2/ Balance of Jackson County and Cass County.

3/ Clay and Ray Counties.

4/ Platte County.

5/ Balance of Wyandotte County and Leavenworth and Jackson Counties.

Note: The cordon line is the outer boundary of urban origin - destination zones drawn to approximate the anticipated extent of urbanization by the year 2000.

Source: Mid-America Regional Council; Gladstone Associates.

- Corridor Growth. The current 1970 employment breakout in the northwest corridor (Platte County) shows almost 60% of its jobs in Industry, clustered in the southern part of the county. The majority of the county is still farm land reflected in the fact that nearly 10% of the employment is agricultural. From 1970 to 2000, the corridor is expected to gain about 2,200 jobs annually or about 18% of the metropolitan increases. The Industry grouping will continue to be the largest in terms of growth. Services will increase dramatically over current levels, reflective of the expected growth in resident population.

EMPLOYMENT PROJECTIONS, NORTHWEST CORRIDOR[1]
KANSAS CITY METROPOLITAN AREA
1970-2000

				Average Annual Change			
				1970-1980		1980-2000	
	1970	1980	2000	Number	Percent	Number	Percent
Agriculture	1,000	797	612	-20	-2.0%	-14	-1.8%
Mining	200	138	130	-6	-3.0%	-1	-0.3%
Industry[2]	6,165	15,947	34,518	980	15.9%	930	5.8%
Retail Trade	1,337	3,088	7,152	180	13.1%	200	6.6%
Services[3]	522	10,434	26,684	990	190.0%	810	7.8%
Government	916	1,504	4,046	60	6.4%	130	8.5%
Unclassified	249	2,602	3,908	230	94.5%	60	2.5%
Total	10,389	34,510	76,950	2,410	23.2%	2,120	6.1%

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[1] Platte County

[2] Includes Construction, Manufacturing, Wholesale Trade and Transportation.

[3] Includes Services and Finance, Insurance and Real Estate.

Source: Mid-America Regional Council; Gladstone Associates.

The southwest corridor (Johnson and Wyandotte Counties) will continue to have 25% to 27% of total employment. The past decade has seen the I-35 area become the focus of new light industrial and some suburban office activity. Currently no market forces appear to be able to change this pattern. Projected gains in the "Industry" group are the largest share in the metropolitan area--33% to 41% of total increases or 1,400 to 1,700 new jobs annually. (See table on next page).

EMPLOYMENT PROJECTIONS, SOUTHWEST CORRIDOR[1/]
KANSAS CITY METROPOLITAN AREA
1970-2000

	1970	1980	2000	Average Annual Change 1970-1980 Number	Average Annual Change 1970-1980 Percent	Average Annual Change 1980-2000 Number	Average Annual Change 1980-2000 Percent
Agriculture	2,126	1,753	595	-40	-1.8%	-60	-3.3%
Mining	231	140	131	-10	-3.9%	-1	-0.3%
Industry[2/]	63,301	77,264	111,576	1,400	1.8%	1,720	2.2%
Retail Trade	18,948	23,845	41,501	490	2.6%	880	3.7%
Services[3/]	13,969	21,530	35,322	760	5.4%	690	3.2%
Government	15,893	22,410	33,051	650	4.1%	530	2.4%
Unclassified	18,904	21,258	25,139	230	1.2%	240	1.1%
Total	133,372	168,200	248,315	3,480	2.6%	4,000	3.0%

1/ Johnson and Wyandotte Counties

2/ Includes Construction, Manufacturing, Wholesale Trade and Transportation

3/ Includes Services and Finance, Insurance and Real Estate.

Source: Mid-America Regional Council; Gladstone Associates.

The southeast corridor (Jackson and Cass Counties) is projected to become increasingly the governmental and services focus of the region. About 60% of future government job increases will occur here and somewhat less than 40% of Service jobs, especially those of finance, insurance and real estate, will also locate in the corridor, especially in downtown Kansas City, Missouri and Independence. Industrial employment will increase in the corridor but will not probably keep pace with the balance of the metropolitan area. The southeast corridor's share of the total region will decline from the 1970 level of about 60% to around 46% by the year 2000.

EMPLOYMENT PROJECTIONS, SOUTHEAST CORRIDOR[1/]
KANSAS CITY METROPOLITAN AREA
1970-2000

	1970	1980	2000	Average Annual Change 1970-1980 Number	Average Annual Change 1970-1980 Percent	Average Annual Change 1980-2000 Number	Average Annual Change 1980-2000 Percent
Agriculture	1,806	2,233	2,053	40	2.4%	-10	-0.4%
Mining	240	178	169	-10	-2.6%	-1	-0.3%
Industry[2/]	138,637	146,703	166,478	810	0.6%	990	0.7%
Retail Trade	56,304	63,446	73,476	710	1.3%	500	0.8%
Services[3/]	86,326	99,960	123,021	1,360	1.6%	1,150	1.2%
Government	44,087	56,004	80,725	1,190	2.7%	1,240	2.2%
Unclassified	32,251	35,672	38,770	340	1.1%	150	0.4%
Total	359,651	404,196	484,692	4,440	1.2%	4,020	1.0%

1/ Jackson and Cass Counties.

2/ Includes Construction, Manufacturing, Wholesale Trade and Transportation.

3/ Includes Services and Finance, Insurance and Real Estate.

Source: Mid-America Regional Council; Gladstone Associates.

Employment gains in the northeast corridor (Clay and Ray Counties) will continue to largely be in the Industry group. Industrial increases should account for about 40% of new jobs to 1980 and about 35% thereafter as other job groups such as services and government receive larger shares of total increases.

EMPLOYMENT PROJECTIONS, NORTHEAST CORRIDOR[1]

KANSAS CITY METROPOLITAN AREA

1970-2000

	1970	1980	2000	Average Annual Change 1970-1980 Number	Average Annual Change 1970-1980 Percent	Average Annual Change 1980-2000 Number	Average Annual Change 1980-2000 Percent
Agriculture	2,075	1,930	1,483	-15	-0.7%	-20	-1.2%
Mining	52	39	39	-1	-2.5%	-0-	0.0%
Industry[2]	26,467	36,534	48,529	1,010	3.8%	600	1.6%
Retail Trade	9,224	18,131	25,447	890	9.7%	370	2.0%
Services[3]	5,017	9,000	16,052	410	8.1%	350	3.8%
Government	3,793	4,467	9,292	70	1.8%	240	5.4%
Unclassified	3,214	4,677	7,550	150	4.6%	140	3.1%
Total	49,842	74,858	108,392	2,510	5.0%	1,680	2.2%

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[1] Clay and Ray Counties.

[2] Includes Construction, Manufacturing, Wholesale Trade and Transportation.

[3] Includes Services and Finance, Insurance and Real Estate.

Source: Mid-America Regional Council; Gladstone Associates.

- Projected Intra-Regional Shifts: 1970-1980. In the current period (1970-1980), the largest share of new industrial jobs is being captured by the southwest corridor (Johnson and Wyandotte Counties). Lesser shares are going to the north areas and the smallest increases to the southeast, although this area continues to have the largest absolute number of industrial employees.

  The largest gains in retail trade will occur in the northeast corridor reflective of anticipated population growth. The primary focus of new services and governmental jobs will continue to be in the southeast area, especially downtown Kansas City, Missouri.

EMPLOYMENT CHANGES, BY SECTOR
KANSAS CITY METROPOLITAN AREA
1970-1980

	Average Annual Change					Distribution of Change				
	Northeast	Northwest	Southwest	Southeast	Total[1]	Northeast	Northwest	Southwest	Southeast	Total
Agriculture	-15	-20	-40	40	-30	--	--	--	--	100%
Mining	-1	-6	-10	-10	-20	--	--	--	--	100%
Industry[2]	1,010	980	1,400	810	4,190	24%	23%	33%	19%	100%
Retail Trade	890	180	490	710	2,270	39%	8%	22%	31%	100%
Services[3]	410	990	760	1,360	3,520	12%	23%	21%	39%	100%
Government	70	60	650	1,190	1,970	4%	3%	33%	60%	100%
Unclassified	150	230	230	340	960	16%	24%	24%	36%	100%
Total[1]	2,510	2,410	3,480	4,440	12,860	19%	19%	27%	35%	100%

1/ May not add due to rounding.

2/ Includes Construction, Manufacturing, Wholesale Trade and Transportation.

3/ Includes Services and Finance, Insurance and Real Estate.

Source: Mid-America Regional Council; Gladstone Associates.

- Projected Intra-Regional Shifts: 1980-2000. The southwest corridor will increasingly capture new industrial employment in the 1980-2000 period. Slowest gains will be registered in the northeast area. Retail trade growth will also mostly occur in the southwest corridor due to the increasing population to be served. Services and government employment should continue to locate in the southeast.

  The total employment shifts indicate the southern corridors gaining at a greater rate than the northern ones with greatest numerical increases in the southeast.

EMPLOYMENT CHANGES, BY SECTOR
KANSAS CITY METROPOLITAN AREA
1980-2000

	Average Annual Change					Distribution of Change				
	Northeast	Northwest	Southwest	Southeast	Total[1]	Northeast	Northwest	Southwest	Southeast	Total
Agriculture	-20	-14	-60	-10	-100	--	--	--	--	100%
Mining	-0-	-1	-1	-1	-1	--	--	--	--	100%
Industry[2]	600	930	1,720	990	4,230	14%	22%	41%	23%	100%
Retail Trade	370	200	880	500	1,950	19%	10%	45%	26%	100%
Services[3]	350	810	690	1,150	3,000	12%	27%	23%	38%	100%
Government	240	130	530	1,240	2,140	11%	6%	25%	58%	100%
Unclassified	140	60	240	150	610	24%	10%	41%	25%	100%
Total[1]	1,680	2,120	4,000	4,020	11,830	14%	18%	34%	34%	100%

1/ May not add due to rounding

2/ Includes Construction, Manufacturing, Wholesale Trade and Transportation.

3/ Includes Services and Finance, Insurance and Real Estate.

Source: Mid-America Regional Council; Gladstone Associates.

Population Growth

- Regional Growth. Total population increased at an average annual rate of 1.5% or 16,500 during the 1960's. The region is expected to maintain this numercial growth to 1980 and increase thereafter to 24,500 annually to the year 2000.

POPULATION TRENDS
KANSAS CITY METROPOLITAN AREA
1960-1970

Corridor/County	1960	1970	Average Annual Change Number	 Percent
Northwest				
Platte County	23,350	32,081	870	3.7%
Southwest				
Wyandotte County	185,495	186,845	135	0.1%
Johnson County	143,792	220,073	7,630	5.3%
Total	329,287	406,918	7,760	2.4%
Southeast				
Jackson County	622,732	654,178	3,145	0.5%
Cass County	29,702	39,448	975	3.3%
Total	652,434	693,626	4,120	0.6%
Northeast				
Clay County	87,474	123,702	3,620	4.1%
Ray County	16,075	17,599	150	0.9%
Total	103,549	141,301	3,775	3.6%
Total	1,108,620	1,273,920	16,525	1.5%

Source: 1960, 1970 U.S. Census of Population; Gladstone Associates.

The traditional center of this population has been Jackson County, but it is expected to decline slowly to about 40% of total regional population by the year 2000. The share of the core area of the metropolitan area population is projected to decline from 18% in 1970 to about 10% in the year 2000.

POPULATION PROJECTIONS
KANSAS CITY METROPOLITAN AREA
1970-2000

Corridor/County	1970	1980	2000	Average Annual Change 1970-1980 Number	Average Annual Change 1970-1980 Percent	Average Annual Change 1980-2000 Number	Average Annual Change 1980-2000 Percent
Northwest							
Platte County	32,081	48,000	103,266	1,590	5.0%	2,760	5.8%
Southwest							
Wyandotte County	186,845	203,967	267,304	1,710	0.9%	3,170	1.6%
Johnson County	220,073	272,202	397,640	5,210	2.4%	6,270	2.3%
Total	406,918	476,169	664,944	6,920	1.7%	9,440	2.0%
Southeast							
Jackson County	654,178	687,291	782,324	3,310	0.5%	4,750	0.7%
Cass County	39,448	48,965	76,529	940	2.4%	1,380	2.8%
Total	693,626	736,156	858,853	4,250	0.6%	6,130	0.8%
Northeast							
Clay County	123,702	160,924	279,207	3,720	3.0%	5,910	3.7%
Ray County	17,599	18,600	22,674	100	0.6%	200	1.1%
Total	141,301	179,524	301,881	3,820	2.7%	6,110	3.4%
Total	1,273,920	1,439,849	1,928,944	16,580	1.3%	24,440	1.7%

Source: 1970 U.S. Census of Population; Mid-America Regional Council; Gladstone Associates.

POPULATION PROJECTION
JACKSON COUNTY AND CORE AREA
1970-2000

	1970	1980	2000	Average Annual Change 1970-1980 Number	Average Annual Change 1970-1980 Percent	Average Annual Change 1980-2000 Number	Average Annual Change 1980-2000 Percent
SMSA Total	1,273,920	1,439,850	1,928,940	16,590	1.3%	24,450	1.7%
Jackson County	654,178	687,291	782,324	3,310	0.5%	4,750	0.7%
Core Area[1]	233,268	202,554	187,175	-3,070	-1.3%	-770	-0.4%
Jackson County As A Percent of the SMSA	51.4%	47.7%	40.6%	20.0%	--	19.4%	--
Core Area As a Percent of the SMSA	18.3%	14.1%	9.7%	--	--	--	--

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[1] Core Area, defined by 55th Street on the south, 18th Street on the west, limits of North Kansas City on the north and Prospect on the east.

Source: Mid-America Regional Council;
Gladstone Associates.

- Corridor Growth. The greatest gains were registered in Johnson County throughout the 1960's, capturing about 46% of total population increases. Although the total metropolitan area growth should remain stable during the 1970's, the southwest corridor share should decline somewhat to about a 31% share. In the latter projection period of 1980-2000, it is projected to drop off even further.

  Growth to the northeast and southeast have been about equal in the 1960's and should remain approximately so through to the year 2000. Northwest corridor increases should double on an average annual basis through 1980 and nearly redouble thereafter.

POPULATION CHANGES, BY SECTOR
KANSAS CITY METROPOLITAN AREA
1970-1980

	1960-1970		1970-1980		1980-2000	
Corridor/County	Number	Distribution of Change	Number	Distribution of Change	Number	Distribution of Change
Northwest						
Platte County	870	5%	1,590	10%	2,760	11%
Southwest						
Wyandotte County	135	1%	1,710	10%	3,170	13%
Johnson County	7,630	46%	5,210	31%	6,270	26%
Total	7,760	47%	6,920	41%	9,440	39%
Southeast						
Jackson County	3,145	19%	3,310	20%	4,750	19%
Cass County	975	5%	940	6%	1,380	6%
Total	4,120	25%	4,250	26%	6,130	25%
Northeast						
Clay County	3,620	22%	3,720	22%	5,910	24%
Ray County	150	1%	100	1%	200	1%
Total	3,775	23%	3,820	23%	6,110	25%
Total	16,525	100%	16,580	100%	24,440	100%

Source: 1960, 1970 U.S. Census of Population; Mid-America Regional Council; Gladstone Associates.

- Intra-Regional Shifts. The relative shares of population gains through to the year 2000 will generally reflect the increases of the 1960's. The southeast and northeast areas should continue to capture each about 25% of all new growth. The southwest area is projected to decline against some increases for the northwest area.

  In numerical terms the largest increases will occur in the southwest corridor at 7,000 to 9,000 persons annually. The southeast and northeast will grow at 4,000 to 6,000 persons each and the smallest gains will occur in the northwest corridors at 1,600 to 2,800 per year.

LABOR FORCE ESTIMATES[1]

KANSAS CITY SMSA

1970-1974[2]

	Average Annual Employment					Average Annual Change: 1970-1974	
	1970	1971	1972	1973	1974	Number	Percent
Civilian Labor Force	563.0	564.0	568.0	601.0	616.0	53.0	2.4
Total Employment[3]	541.0	532.0	543.0	576.0	584.0	43.0	2.0
Unemployed	22.0	32.0	25.0	25.0	32.0	10.0	11.4
Percent Unemployed	3.9	5.7	4.4	4.2	5.2	--	--

1/ By place of residence.

2/ Due to change in SMSA definition, data prior to 1970 are not comparable.

3/ Includes persons involved in labor-management disputes.

Source: Missouri Division of Employment Security.

TOTAL WAGE AND SALARIED EMPLOYMENT[1/]

KANSAS CITY SMSA

1970-1974[2/]

(In Thousands)

	1970	1971	1972	1973	1974	Average Annual Change: 1970-1974	Average Employment January-May, 1975
Manufacturing							
Lumber & Furniture	2.1	2.1	2.2	2.5	2.4	3.5%	2.2
Stone, Clay & Glass Prod.	4.9	4.5	4.9	5.0	4.9	--	4.3
Primary Metal Industries	6.0	5.8	5.8	6.1	6.1	0.4%	5.8
Fabricated Metal Products	7.4	7.1	7.3	7.8	7.5	0.3%	7.1
Machinery Except Electrical	10.0	9.3	10.3	10.8	10.0	--	9.9
Electrical Equipment & Supplies	20.3	19.0	18.6	19.0	18.4	-2.3%	16.7
Transportation Equipment	12.8	13.3	13.0	14.2	11.9	-1.8%	9.3
(Motor Vehicle & Equip.)	(12.0)	(12.7)	(12.5)	(13.8)	(11.5)	-(1.0%)	(8.9)
Food & Kindred Products	12.0	11.8	11.5	11.4	10.7	-2.7%	10.3
(Meat Products)	(2.1)	(1.9)	(1.6)	(1.6)	(1.6)	-(6.0%)	--
Apparel & Other Textile Prod.	5.8	5.7	5.5	5.4	5.3	-2.2%	5.2
Paper & Allied Products	5.0	4.8	4.8	4.8	4.9	-0.5%	4.7
Printing & Publishing	15.1	15.0	15.3	15.8	15.5	0.7%	15.5
Chemicals & Allied Prod.	8.9	7.2	6.5	6.5	6.7	-6.2%	6.5
Petroleum & Coal Products	1.8	1.8	1.9	1.9	2.0	2.8%	1.9
Miscellaneous	13.2	10.4	10.9	10.9	9.7	-6.6%	9.0
Total Manufacturing	125.3	117.6	118.5	122.1	116.0	-1.9%	108.3
Mining & Quarrying	0.6	0.6	0.6	0.6	0.6	--	0.6
Contract Construction	23.2	25.9	27.5	26.9	24.5	1.4%	20.5
Transportation & Utilities	51.4	49.9	50.3	51.2	51.8	0.2%	49.3
Wholesale Trade	41.3	41.2	42.3	43.4	44.2	1.8%	43.2
Retail Trade	85.0	85.2	89.4	95.1	93.8	2.6%	90.1
Fin., Ins. & Real Estate	32.7	33.3	34.1	36.0	36.4	2.8%	36.5
Services	80.6	82.3	86.9	95.4	99.0	5.7%	100.7
Government							
(Federal)	(23.2)	(24.0)	(22.8)	(22.9)	(22.6)	-(0.6%)	(22.9)
(State & Local)	(48.9)	(51.4)	(53.9)	(56.0)	(57.4)	(4.3%)	(60.8)
Total	72.1	75.4	76.7	78.9	80.0	2.7%	83.7
Total Wage & Salaried Employment	512.2	511.4	526.3	549.6	546.3	1.7%	532.7

[1/] By place of work.

[2/] Due to change in SMSA definition, data prior to 1970 are not comparable.

Source: Missouri Division of Employment Security.

DISTRIBUTION OF TOTAL WAGE AND SALARIED EMPLOYMENT[1/]

KANSAS CITY SMSA

1970-1974[2/]

	1970	1971	1972	1973	1974	Distribution of Average Annual Change: 1970-1974	Distribution of Average Jan.-May 1975 Employment
Manufacturing	24.5%	23.0%	22.5%	22.2%	21.2%	-27.3%	20.3%
Mining & Quarrying	0.1%	0.1%	0.1%	0.1%	0.1%	--	0.1%
Contract Construction	4.5%	5.1%	5.2%	4.9%	4.5%	3.8%	3.8%
Transportation & Utilities	10.0%	9.8%	9.6%	9.3%	9.5%	1.2%	9.3%
Wholesale Trade	8.1%	8.1%	8.0%	7.9%	8.1%	8.5%	8.1%
Retail Trade	16.6%	16.7%	17.0%	17.3%	17.2%	25.8%	16.9%
Finance, Insurance & Real Estate	6.4%	6.5%	6.5%	6.6%	6.7%	10.9%	6.9%
Services	15.7%	16.1%	16.5%	17.4%	18.1%	54.0%	18.9%
Government							
(Federal)	(4.5%)	(4.7%)	(4.3%)	(4.2%)	(4.1%)	(-1.8%)	(4.3%)
(State & Local)	(9.5%)	(10.1%)	(10.2%)	(10.2%)	(10.5%)	(24.9%)	(11.4%)
Total Government	14.1%	14.7%	14.6%	14.4%	14.6%	23.1%	15.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

1/ By place of work.

2/ Due to change in SMSA definition, data prior to 1970 are not comparable.

Source: Missouri Division of Employment Security.

DISTRIBUTION OF MANUFACTURING EMPLOYMENT[1]

KANSAS CITY SMSA

1970-1974[2]

	1970	1971	1972	1973	1974	Distribution of Average Annual Change: 1970-1974	Distribution of Average Jan-May 1975 Employment
Lumber & Furniture	1.7%	1.8%	1.9%	2.0%	2.1%	-3.2%	2.0%
Stone, Clay & Glass Prod.	3.9%	3.8%	4.1%	4.1%	4.2%	--	4.0%
Primary Metal Industries	4.8%	4.9%	4.9%	5.0%	5.3%	-1.1%	5.4%
Fabricated Metal Products	5.9%	6.0%	6.2%	6.4%	6.5%	-1.1%	6.6%
Machinery Except Electrical	8.0%	7.9%	8.7%	8.8%	8.6%	--	9.1%
Electrical Equipment & Supplies	16.2%	16.2%	15.7%	15.6%	15.9%	20.4%	15.4%
Transportation Equipment (Motor Vehicle & Equip.)	10.2% (9.6%)	11.3% (10.8%)	11.0% (10.5%)	11.6% (11.3%)	10.3% (9.9%)	9.7% (5.4%)	8.6% (8.2%)
Food & Kindred Products (Meat Products)	9.6% (1.7%)	10.0% (1.5%)	9.7% (1.4%)	9.3% (1.3%)	9.2% (1.4%)	14.0% (5.4%)	9.5% --
Apparel & Other Textile Prod.	4.6%	4.8%	4.6%	4.4%	4.6%	5.4%	4.8%
Paper & Allied Products	4.0%	4.1%	4.1%	3.9%	4.2%	1.1%	4.3%
Printing & Publishing	12.1%	12.8%	12.9%	12.9%	13.4%	-4.3%	14.3%
Chemicals & Allied Products	7.1%	6.1%	5.5%	5.3%	5.8%	23.7%	6.0%
Petroleum & Coal Products	1.4%	1.5%	1.6%	1.6%	1.7%	-2.2%	1.8%
Miscellaneous	10.5%	8.8%	9.2%	8.9%	8.4%	37.6%	8.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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[1] By place of work.

[2] Due to change in SMSA definition, data prior to 1970 are not comparable.

Source: Missouri Division of Employment Security.

SUMMARY OF EDA PROVISIONS AND GRANT COVERAGE

Public Works and Economic Development Act of 1965

The purpose of the law is to restore economic health to areas of high unemployment and low incomes through public works and development facilities which will attract new industry and encourage business expansion.

Eligible projects can acquire and develop land and improvements for public works, public service or development facilities; can acquire, construct, rehabilitate, alter, expand or improve such facilities, including equipment. All such projects must directly or indirectly tend to improve long-term employment. Prime eligible project types include industrial parks development activities for utilities, streets, water and sewer, and port facilities. Direct grants are for up to 50% of the total with some additional amounts available to severely distressed areas.

Title I: Public Works and Development Facilities

Under Title I, EDA may make direct grants of up to 50% of total eligible costs. The primary requirements are:

- Consistency with OEDP.
- Public works projects must conform with comprehensive facilities plans and areawide plans for the area.
- Money cannot be used for electricity improvements or gas or for projects which would be in competition with an existing privately-owned public utility.
- No assistance to projects to increase production of goods when capacity exists to meet projected demand.
- No assistance where project is intended to facilitate relocation of industry or jobs from one area to another.
- Compliance by users and beneficiaries with 1964 Civil Rights Act and Davis-Bacon Act.

Title II: Loans and Loan Guarantees to Private Business

This title provides direct loans or loan guarantees to a private industry applicant. The approval is subject to similar items as in Title I: the loan cannot aid in the relocation of the business; cannot aid where surplus production capacity will be created; assistance must not generally be available elsewhere; must be consistent with OEDP; must be approved by state or local government; and applicant must show compliance with Civil Rights, Davis-Bacon and environmental quality acts.

Applicants may be any business enterprise, non-profit organization, public government, Indian tribe or private lending institution in a redevelopment area. Assistance includes the following:

- Direct loans to finance fixed assets or provide working capital.
- Loan guarantees to finance fixed assets or provide working capital.
- Guarantees of rental payments of leases from qualified lessors for fixed payments.

Limitations include:

- $10,000 per job of government assistance.
- Fixed asset loans not to exceed 65% of total.
- Working capital loans up to 100%.
- Lease guarantees up to 90% of amount owed.
- Assistance term of 25 years, further limited to useful life of assets to be acquired.
- Working capital loans for up to five years.
- Interest rates determined by cost of Federal borrowing.

Equity requirements include:

- Fixed asset loans--borrower must provide 15% of total or equity or subordinated loan for same term as EDA loan amortization; 1/3 of the 15% must come from state or local organizations.
- Working capital project borrowers need to have 15% of total working capital available.

Title III: Technical Assistance Grants

This money allows for planning, not being limited to operations in a designated area. Up to 75% federal share is possible in cash or in kind. EDA favors projects which show achievable employment gains, applicant's ability to follow up vigorously on findings, beneficiaries are low-income groups and where applicant furnishes part of cost.